



ANNUAL REPORT
2007

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Your gateway to the fight against corruption

Transparency International is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.

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The scale of human suffering and poverty around the world remains immense as a direct consequence of corruption and greed. This is our fundamental challenge. Despite the dire situation, our movement can look back at some definite successes this past year.

Transparency International's national chapters continued to grow and our message of transparency and accountability resonated more strongly with government and the private sector. The inclusion of powerful anti-corruption commitments in the Group of Eight communiqué at the 2007 Heiligendamm Summit bears testimony to this spirit.

TI joined in the celebration of the tenth anniversary of the OECD Anti-Bribery Convention, which criminalised overseas bribery by companies from the world's wealthiest countries, and used the occasion to call for stronger enforcement.

Similarly, advocating for the UN Convention against Corruption was an important part of our work in 2007. The persistent, coordinated efforts of our movement were important in maintaining strong momentum for robust monitoring of convention implementation.

As part of our commitment to practical solutions, TI continued to work with the private sector using its *Business Principles for Countering Bribery* to help foster corporate no-bribes policies, and promoted programmes such as the UN Global Compact and the Extractive Industries Transparency Initiative.

The TI *Global Corruption Report 2007* on judicial systems painted a sobering picture, underlining how corruption erodes human rights when justice comes with a price tag. Meanwhile, the growing number of TI *Advocacy and Legal Advice Centres* provided a beacon of hope as they continue to educate and empower citizens at the grassroots level.

Although the fight against corruption remains fierce and the challenges many, we are heartened and inspired by the dedication and determination of our colleagues in this vibrant organisation. In the name of the TI Board of Directors I would like to express my appreciation to all members of our movement for their outstanding achievements this past year.

Huguette Labelle
Chair

It has been a personal privilege to contribute to the fight against corruption in my first year as Managing Director of the International Secretariat.

In 2007, the global TI coalition has proven yet again to be a powerful, worldwide force against corruption through its national chapters and coalition partners. Their extraordinary commitment and courage make TI national chapters the backbone of the anti-corruption movement.

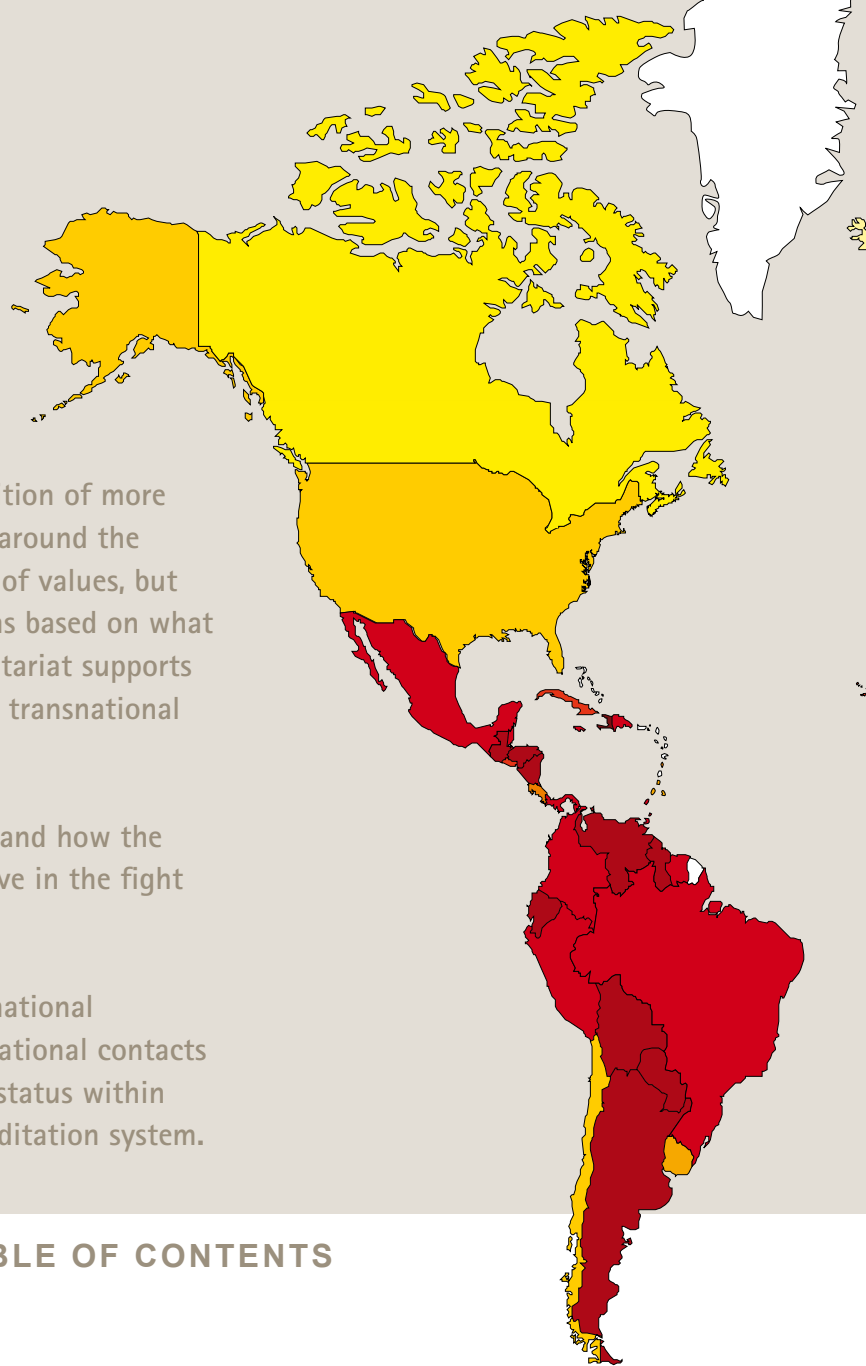
Looking back, nothing illuminates the strengths and achievements of TI better than the 2007 Annual Membership Meeting in Bali, Indonesia. With the goal of making TI's global anti-corruption work even more effective, people from 81 countries gathered to work around the clock to develop anti-corruption strategies, share expertise and strengthen collaborative action.

The vital strategic decisions taken at the meeting culminated in the adoption of our TI 2010 Strategic Framework. TI 2010 will substantially shape TI's work in the coming years and sets a solid foundation to enhance the sustainability of our movement's actions.

On the adoption of TI 2010 we have created three work clusters at the TI-Secretariat to focus on three priorities – ensuring the development of strong chapters around the world, substantially expanding the funding base of our movement and increasing our strategic advocacy. Equipped with measurable goals, a sound financial position and striving towards the highest quality service to our stakeholders, we are committed to realising these objectives.

Having demonstrated our unity and set our priorities, our task now is to ensure that our work has the greatest possible impact. We owe the victims of corruption nothing less.

Cobus de Swardt
Managing Director



Transparency International (TI) is a global coalition of more than 90 national chapters fighting corruption around the world. TI chapters are bound by a common set of values, but set individual domestic anti-corruption agendas based on what is most pressing in their countries. The TI secretariat supports the national chapters and coordinates work on transnational and global issues.

This annual report gives an overview of where and how the Transparency International movement was active in the fight against corruption in 2007.

For the purpose of conciseness in this report, national chapters, national chapters in formation and national contacts are referred to as chapters, regardless of their status within Transparency International's membership accreditation system.

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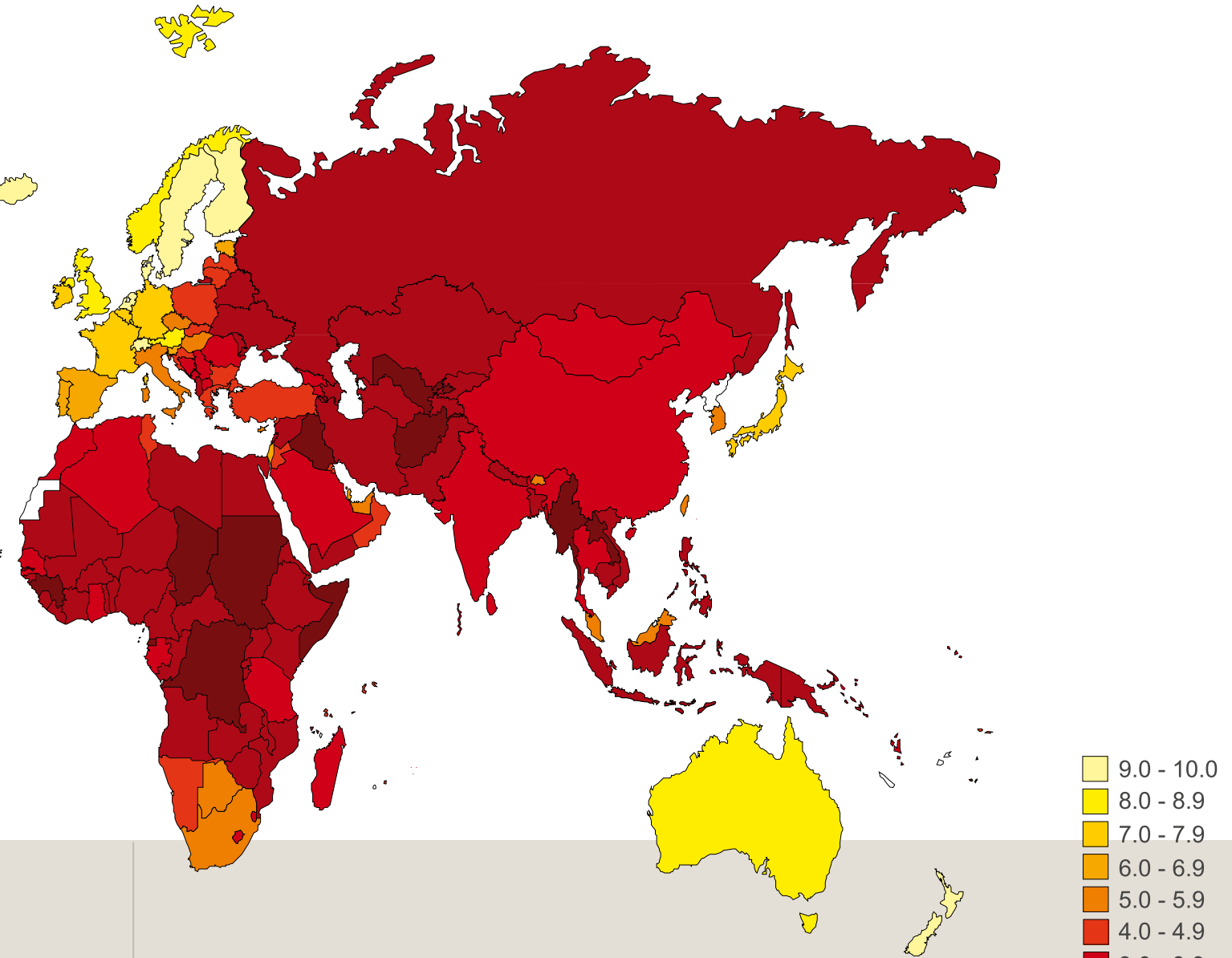
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CORRUPTION PERCEPTIONS INDEX (CPI) 2007

The score relates to perceptions of the degree of corruption as seen by business people and country analysts, and ranges between 10 (highly clean) and 0 (highly corrupt) - see page 27.

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Government and politics

Political corruption undermines public trust in the democratic process. The integrity of the political system is fundamental to the rule of law and the ability of governments to safeguard the rights of its citizens. Where corruption distorts elections and becomes the means for obtaining political power, governments are compromised.

Modern democracies require strong party organisations that compete for political power in fair elections; political parties require resources for their campaigns and functioning. Depending on where they come from, how they are distributed and what they are spent on, such resources can undermine democratic values and good governance. Laws and regulations are not always sufficient to safeguard against these negative effects. Promoting transparency in political finance is one of the ways in which TI addresses the undue influence of money and private interests in politics. Public oversight by citizens, civil society and the media plays a critical role in challenging and complementing the finance controls of state agencies.

TI engages directly with citizens to improve the flow of information between citizens and their representatives. Chapters cooperate with political parties, parliaments, electoral authorities and other stakeholders to ensure public policy-making is accountable and representative of citizens' interests. TI chapters work on political party reform and electoral law, and join forces with electoral authorities to ensure fair and corruption-free elections. This has included setting up hotlines for complaints, monitoring the media and tracking the use of administrative resources.



AFRICA AND MIDDLE EAST

Ahead of the first elections after the 2006 war, the TI chapter in **Lebanon**, the **Lebanese Transparency Association**, called for electoral reform under the banner of the *Civil Campaign for Electoral Reforms*. As part of this work, the chapter held 41 town hall meetings and produced a series of TV commercials.

Throughout 2007, **TI Kenya** implemented an *Elections Awareness Campaign*. Using art, such as murals by local artists located in high public traffic areas, music and technology, the campaign sought to engage the general public in the run-up to presidential and parliamentary elections in December. TI Kenya also advocated for political party reform by organising public forums in Nairobi and Mombasa, newspaper supplements and an innovative mobile phone SMS campaign.

In anticipation of the elections, **TI Kenya** also published a revised version of *Dealing with Electoral Malpractice: Your Anti-Rigging Guide* and held a presentation and discussion workshop on the key anti-corruption indicators that election observers and the media could use. Translated into Swahili, the guide was summarised into an easily accessible version and re-printed in major newspapers.

Following presidential elections in **Senegal**, the TI chapter **Forum Civil** built and coordinated a national coalition with a broad range of stakeholders to ensure the transparency of electoral and political processes in the country. The focus of the chapter's efforts was on promoting dialogue between the government and all sectors of Senegalese society to ensure the integrity and accountability of elected officials.

The TI chapter in **Sierra Leone**, the **National Accountability Group**, played an active role in monitoring the country's 2007 presidential and parliamentary elections. As part of National Election Watch, a coalition of civil society organisations, the chapter continued to follow the activities of local councils throughout the year by establishing monitors at district-level across the country.

AMERICAS

For the presidential elections in **Argentina**, the TI chapter **Poder Ciudadano** monitored the media appearances of the candidates and reported that coverage was unbalanced, limiting the information available to voters. To advise voters on their rights and responsibilities in elections, the chapter published a guide in major newspapers, informing voters on rules and procedures. On election day, a telephone hotline was set up, through which more than 500 complaints were received.

Chile Transparente, the TI chapter in **Chile**, was invited to join the presidential anti-corruption commission, established by President Michelle Bachelet, in order to increase integrity in public administration and control corruption. With its active participation, the chapter contributed to the production of a Government Integrity Agenda. TI Chile provided evaluations and recommendations to the laws to be developed in the framework of this agenda.

For the regional elections in **Colombia** in October 2007, the TI chapter **Transparencia por Colombia** launched, in coalition with media and civil society organisations, the fourth edition of the website www.votebien.com. The site aims at increasing transparency in the electoral process by helping citizens to be better informed. The website received more than 40,200 visits in the month prior to the elections.

In addition, an agreement with the electoral council was signed to strengthen transparency and accountability in party and campaign finance. The chapter donated a *clean accounts* software that facilitates reporting to the electoral council on income and expenditure for parties and candidates.

Around the presidential elections, the TI chapter in **Guatemala**, **Acción Ciudadana**, measured party compliance with electoral laws and regulations based on the Crinis indicators. The chapter issued rankings comparing party transparency and performance. In response to these reports half of the political parties submitted the information required in order to improve their rank in the next issue. Based on its analysis of campaign spending, the chapter proposed reforms of the electoral law and regulations for party financing.

» CORRUPTION UNDERMINES DEMOCRACY AND THE RULE OF LAW. IT LEADS TO VIOLATIONS OF HUMAN RIGHTS. IT ERODES PUBLIC TRUST IN GOVERNMENT. IT CAN EVEN KILL. « *UN Secretary-General Ban Ki-moon*

The TI chapter in **Nicaragua, Etica y Transparencia**, undertook an advocacy project for electoral law reform in the municipalities. Thanks to this campaign, which benefited from a strong media presence, general awareness of the need for this reform has risen. Many political parties have started discussing it internally.

In the middle of a national debate on a new law on political party finance, the TI chapter in **Uruguay, Uruguay Transparente**, organised an international event on comparative legislation in political party and campaign finance. The conference contributed to informing the legislative process with expert presentations highlighting potential implementation challenges that Uruguay might face.

ASIA PACIFIC

TI Korea (South) widened its cooperation with the public sector, providing advisory assistance to the Seoul Metropolitan Government and local municipalities, and sending members to integrity committees within these institutions.

TI Nepal appealed for transparency in the accounts of political parties. And in 2007, the party Nepali Congress, Prajatantrik, became the first national-level party to make its audited financial reports public and available to TI Nepal.

TI New Zealand organised a symposium on political party financing. The event resulted in a set of recommendations, which were submitted to the Justice and Electoral Select Committee for the establishment of an independent body to regulate the use of public funds for electoral purposes.

In its efforts to improve election administration, **TI Papua New Guinea** observed national parliamentary elections in July 2007. Voluntary observers in a *Community Coalition Against Corruption* helped improve the efficiency of elections and gathered important information on the health of elections in the country.

The TI chapter in **Taiwan, TI Chinese Taipei**, launched a *Clean Election* campaign with other civil society organisations in Taipei to monitor elections of mayors and local administrative chiefs. The chapter pushed for no-bribery pledges from the candidates.

CRINIS – MONEY IN POLITICS: EVERYONE’S CONCERN

In June 2007, Transparency International launched *Crinis - Money in Politics: Everyone’s Concern*, a research and advocacy tool that assesses the levels of transparency and accountability in political finance. In its first edition, *Crinis* was implemented in eight Latin American countries: **Argentina, Colombia, Costa Rica, Guatemala, Nicaragua, Panama, Paraguay** and **Peru**.

Crinis lays bare the quality of national laws and their implementation in both electoral and non-electoral periods.

The results of the *Crinis* assessment raised concerns about the standards and practices of governing party and campaign financing systems in the countries covered. The main problems identified included a lack of

oversight for private donations, scarce accountability of candidates, unreliable data delivered by parties, along with the fact that information about political financing is not made public in many of the countries studied. Based on specific country results, TI chapters worked with stakeholders to address these weaknesses.



EUROPE AND CENTRAL ASIA

The TI chapter in **France**, **Transparence International France**, engaged presidential candidates in a debate on transparency and such issues as corruption in education, political party financing, public contracting, development aid, international judicial cooperation, national defence and extractive industries. While the candidates generally committed to fighting corruption, access to information on issues involving national security, as well as the suggestion to limit the political mandate to two periods in order to minimise corruption risks, provoked differing answers.

Transparency International Georgia monitored the use of administrative resources during the pre-election period of the country's presidential elections in January 2008. TI Georgia conducted media monitoring focusing on the frequency of presidential candidates' appearance on TV and in print media, the tone of coverage, frequency and pricing of political advertisements, and the equity of interviews, editorials or photos.

The TI chapter in **Germany**, **Transparency International Deutschland**, in coalition with other civil society organisations, welcomed the decision of the German constitutional court to confirm the Parliamentarians' Law and the respective code of conduct, requiring parliamentarians to disclose information on additional sources of income, but continues to ask for more detailed information on parliamentarians' income.

Between June 2006 and January 2008, the TI chapter in **Romania**, **Asociația Română pentru Transparență**, provided technical assistance to the National Office for Preventing and Combating Money Laundering to harmonise domestic with European Union regulations. As one of the pioneers in this area, TI Romania developed recommendations for improving detection mechanisms for high-level corruption, fiscal fraud and organised crime, and for tracing corruption proceeds. These recommendations formed the basis for the draft of a legal framework, which was submitted to the ministry of justice and is still in the decision process.

TI Romania also contributed significantly to the Law on the Establishment, Organising and Functioning of the National Integrity Agency, which was adopted in May 2007. Since 2004, the chapter had worked with the minister of justice to contribute to the draft of the law. After the adoption of the law, TI Romania welcomed its voting but was critical of various shortcomings, which led to an amendment through a Government Emergency Ordinance in 2007.

TI Russia's project *Curbing Political Corruption: Monitoring of the Use of Public Resources in Electoral Campaigns* aimed at minimising the abuse of public and state resources for electoral purposes. TI Russia monitored the parliamentary and presidential electoral campaigns and developed recommendations for electoral bodies and civil society institutions to enable the identification and prevention of potential public resource abuse. The project helped raise public awareness of the impact of resource abuse in electoral campaigns on the democratic system in Russia and supplied civil society with efficient tools and instruments for electoral monitoring.

Judiciary

Corruption in judicial systems denies both victims and the accused the right to a fair trial. It stifles economic growth, stunts human development, divides communities, corrodes the protection of essential human rights, and undermines the ability of the international community to tackle transnational crime. Despite concerted international efforts to reform judicial systems, judges and court personnel face pressure in many countries to rule in favour of economic or political elites. In judicial systems around the world, citizens are too often forced to decide between paying a bribe and facing a biased judge or protracted trial.

TI chapters directly engage in the fight against judicial corruption. Both in order to attain the basic human right to a fair trial, but also, because in a situation of impunity – where the judiciary system is not at all able to grapple with corruption – it is almost impossible to fight corruption. Effective sanctioning mechanisms are essential in the fight against corruption. For these reasons, more than 30 chapters engage in work related to judicial integrity.

AFRICA AND MIDDLE EAST

The TI chapter **Ghana Integrity Initiative** conducted a judicial monitoring exercise. The findings were published and launched at a workshop opened by Supreme Court Chief Justice Georgina Wood, who pledged her commitment to curbing corruption in the judiciary.

TI Kenya hosted a regional launch event of *TI's Global Corruption Report* on corruption in judicial systems that attracted Africa-wide media coverage. Following the launch, TI Kenya was invited by the government of Kenya to make a presentation on the required key reforms in the sector to the judiciary's ethics and governance committee.

The **AMAN Coalition**, or **TI Palestine**, signed an agreement with the ministry of justice and the lands authority in 2007 for training officials of these governmental institutions to utilise an internal complaints system designed by the chapter.

TI's local partner **Transparency Rwanda** implemented a project supported by the supreme court of Rwanda to prevent and combat corruption in the magistracy. Results were presented to the annual meeting of all jurisdictions of the country and served to sensitise the judicial sector on its role in the fight against corruption.

AMERICAS

In **Argentina**, the TI chapter **Poder Ciudadano** presented its position on the designation and appointment of interim judges to the supreme court. As a result, public access to asset declarations of judges was established and a reform of the procedures introduced.

The TI chapter in **Colombia**, **Transparencia por Colombia**, joined together with civil society organisations and media outlets to monitor transparency in the appointment process for supreme court magistrates and the state council. Responding to the recommendations made by the coalition, the courts allowed monitoring of the appointment process, a citizen communication channel was set up and the candidate list was made public.

The **Haitian** TI chapter, **La Fondation Héritage pour Haiti**, played an integral role in preparing the 8th National Forum on the theme of *Corruption and Judicial Security* that brought together 800 participants from business, government and civil society.

Transparencia Mexicana, the judicial council of **Mexico** and the supreme court signed an agreement regulating citizen oversight of different procurement projects and the reform of the judiciary.

In **Venezuela**, the TI chapter **Transparencia Venezuela** in partnership with the Universidad Metropolitana in Caracas ran an initiative called *Strengthening Investigative Capacities within the Judiciary*. A diploma programme on justice systems and crime-related topics, it aims to improve the anti-corruption capacities of judges, prosecutors and lawyers. The first class of students graduated in November 2007.



ASIA PACIFIC

To mark the country's national anti-corruption day, **TI Fiji** organised a symposium on integrity in the judiciary, which resulted in recommendations for enhancing transparency and accountability in the judicial sector.

TI Korea (South) reviewed the implementation of measures for corruption eradication in the judiciary announced by the supreme court and the supreme prosecutor's office in 2006. Not only did the project make clear that civil society is monitoring the implementation progress, but it also put pressure on the two judicial bodies, and raised public awareness of the issue.

TI Malaysia monitored anti-corruption progress in the judiciary by conducting a survey that provided a snapshot of judicial corruption incidences.

After judicial corruption was highlighted by a **TI Nepal** fellowship report, the *TI Global Corruption Report 2007* and a Supreme Court Bar task force report, the Chief Justice of Nepal publicly acknowledged problems in the judiciary and promised to initiate joint reforms.

Following **TI Pakistan's** *National Corruption Perception Survey*, the acting chief justice of the supreme court of Pakistan and the national judicial policy-making committee resolved that corruption in any form had to be eradicated. On their directive, the survey report was forwarded to the high courts so that they could plan strategies for disciplinary action against officials found to be involved in corrupt practices.

TI Philippines's *Judicial Research Study Program* examined court cases filed by the office of the ombudsman to the Sandiganbayancourt against government officials, to find out why only one out of thousands of cases filed a year for the past 27 years had resulted in a conviction.

EUROPE AND CENTRAL ASIA

Transparency International Albania/CAO continued to advocate for reform in **Albania's** judiciary. A discussion series organised by TI Albania/CAO in the main judicial districts aimed to contribute to a professional debate among judges, prosecutors and lawyers. At a public event in this series, President Bamir Topi, for the first time since being elected, publicly stated the need to reform the judiciary.

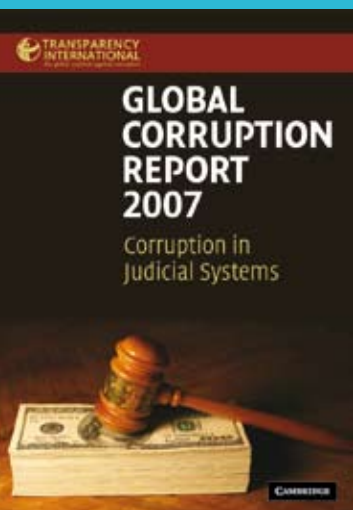
Significant input in drafting a new anti-corruption strategy for the country was given by **TI Estonia** after being invited by the ministry of justice to take a leading role in its formulation.

TI France established a working group on the use of judicial resources in the fight against corruption. During a chapter-hosted conference on *Justice and Anti-corruption* in France, recent procedural reforms limiting the investigating powers of judges and increasing the role of government prosecutors were criticised.

TI Hungary's *Judicial Integrity Programme* aims to improve the transparency and accountability in the Hungarian judicial system. It focuses on amendments to legislation and awareness building through the training of young judges and heads of court on the risks of corruption. TI's *Global Corruption Report* on judicial corruption is used as primary reference, with relevant parts translated into Hungarian.

» JUDICIAL CORRUPTION IS INSIDUOUS, AND UTTERLY DESTRUCTIVE OF GOOD GOVERNANCE, WHICH IN TURN OFTEN GENERATES OR SUSTAINS DEADLY CONFLICT « *Gareth Evans, President of the International Crisis Group*

GLOBAL CORRUPTION REPORT 2007



The *TI Global Corruption Report (GCR) 2007 – Corruption in Judicial Systems*, published in May by Cambridge University press, focused on corruption and judicial systems, examining the situation of judges, courts and the broader judicial system, and evaluating the pressures on the judiciary that can lead to corruption. This flagship publication brings together the views and experiences of academics, legal professionals and civil society activists to analyse the causes and consequences of judicial corruption, including an exploration of its impact on women. The GCR 2007 also includes 35 country studies of judicial corruption and the latest empirical research on judicial corruption and broader integrity issues.

The *Global Corruption Report 2007* found that judicial corruption usually falls into two categories: political interference in the judicial process by the legislative or executive branch, and bribery. The report makes a series of recommendations to strengthen judicial independence and fight judicial corruption, covering areas such as judicial appointments, the terms and conditions under which judges operate, issues of accountability and discipline and the transparency of the judicial proceedings.

After a series of launch events around the world, including a number of policy panels such as one held at the Brookings Institution in Washington, D.C., TI continued to support worldwide efforts in the area of judicial corruption. Reports were distributed to opinion leaders in more than 100 countries and an *Advocacy Toolkit* was produced to assist TI chapters and other activists in their planning and carrying out of activities to fight judicial corruption. TI also targeted the international donor community, to increase commitments to judicial reform programmes. The GCR 2007 resulted in a number of new partnerships with organisations such as the Due Process of Law Foundation, the American Bar Association/ Central European and Eurasian Law Initiative and the Centre for Justice in the Americas. Finally, the TI secretariat used the opportunity of the GCR 2007 to form a cross-departmental advocacy working group, to leverage the impact of the report into global advocacy and work towards judicial integrity at the global, regional and national levels.



Access to information

Access to information is essential for citizen empowerment. Citizens entrust their governments with power through elections, and with resources through the payment of taxes. Those who are entrusted with this power bear a responsibility not only to serve, but also to inform citizens and encourage the public to participate in their decisions and actions. The exercise of the right to information enables citizens to keep their governments and public bodies accountable. This can hinder corrupt practices that benefit from opaque or obscure regimes. It is citizens who should ultimately be the source of power, as they bear the consequences of its abuse.

AFRICA AND MIDDLE EAST

TI Kenya acted as co-convenor of the Freedom of Information Network, coordinating key civil society interventions on draft legislation. The Access to Information Bill drafted by the network was tabled in parliament under a private member's bill.

The TI chapter in **Lebanon**, the **Lebanese Transparency Association**, launched its *Right to Know campaign*. The advocacy campaign aimed to promote a law on access to information in Lebanon by targeting Lebanese citizens and raising general awareness on the need for open access to information. To further these efforts, the chapter signed a Memorandum of Understanding with the Lebanese ministry of finance entitled Partnership for Transparency, to ensure transparency and access to information.

TI's local partner in **Liberia**, the **Center for Accountability and Transparency**, tested the level of public access to information by interviewing officials and sending request letters on issues of concern to various public institutions. Findings were published in a report entitled: *Piercing the Veil of Secrecy*, which was launched at the offices of the governance commission by Information Minister Dr. Laurence K. Bropleh.

A memorandum of cooperation on access to information and cooperation was signed by the TI chapter in **Palestine**, the **AMAN Coalition**, and the Palestinian Authority. In the memorandum, the Palestinian Authority undertook to give access to its records to AMAN and other civil society organisations as well as to the general public, in order to embody the principle of transparency and systems of accountability.

AMERICAS

Uruguay Transparente, the TI chapter in **Uruguay**, works in a national coalition for access to information. The activities of this group contributed to a new national law on data storage. A national law on access to information drafted by the group is currently being discussed by the country's senate.

Similarly, the TI chapter **Transparencia Venezuela** established the coalition **Proacceso** to promote the importance of an access to information law. In the framework of this coalition, the chapter drafted *X Principles to the Right to Know*, launched the website www.proacceso.org, and designed action plans with several municipalities. With the support of the chapter, one of them has now passed a by-law on transparency and access to information.

ASIA PACIFIC

TI India's Orissa chapter carried out a survey on a rural employment guarantee scheme to assess whether the provisions of the Right To Information (RTI) Act and social audits were being followed up. The Western Uttah Pradesh chapter organised six camps to increase people's knowledge of the Right To Information Act. The chapter also runs an RTI help line that receives 50-100 calls every day.

EUROPE AND CENTRAL ASIA

In September 2007, **Transparency International Croatia** celebrated International Freedom of Information Day in cooperation with several Croatian civil society organisations. During the campaign, the chapter started a petition for amendments to the Freedom of Information Act, which was signed by thousands of citizens. A rock concert for more transparent and democratic governance attracted several thousand listeners, to whom anti-corruption information was distributed.

Public procurement

The promotion of integrity in public procurement has been one of TI's priorities since the movement was first founded. Public procurement is recognised as an area that is most vulnerable to corruption as contracts often involve large amounts of financial resources, information on the contracting process is not always publicised, politicians may have their own vested interests, and bribes from some private sector companies can mean additional pressure. TI believes a lack of integrity in public procurement opens the door for political corruption and state capture, with a concurrent impact on development.

TI has focused its efforts on promoting better procurement practices through applying Integrity Pacts, assessing the transparency of procurement systems, promoting legal reforms and monitoring procurement processes among other initiatives. A special focus has been on the defence and construction sectors, both of which absorb large public funds, to develop anti-corruption tools and encourage sound policies and strategies.

By continuing to collaborate with different international organisations and multilateral development banks, TI has participated in their consultations and provided inputs to policy papers, guidelines and regulations. In each case, TI stressed the need for the enhanced and strengthened participation of civil society in the oversight of public procurement as a critical measure to prevent corruption.

AMERICAS

Through more than 50 *Integrity Pacts*, the TI chapter in **Mexico**, **Transparencia Mexicana**, exercises citizen oversight for procurement processes worth around US \$30 billion (€21 billion). The chapter monitors transactions that impact on development and access to public services and is involved in all phases of the contracting process.

The concept of oversight through a 'social witness' – an independent person of high reputation and related expertise – was developed by the chapter and incorporated in the regulations for procurement processes at the federal level. Important projects in 2007 included overseeing the procurement process for a large hydroelectric project in the country as well as the production of the main identity documents.

Transparencia Paraguay, the TI chapter in **Paraguay**, designed a risk map on contracting in one municipality, which suggested that the administration had a surplus of public servants, did not always use open bidding processes and did not provide access to information. As a result of the chapter's work, one of the neighbour associations invited the chapter to become a pro-active control body in the municipality.

The TI chapter **Trinidad and Tobago Transparency Institute** conducted training for mid-level public officials in ethics and transparency in public procurement. This was part of the implementation of the government's reform of the public sector procurement regime and aimed at developing a practical understanding of an ethical culture in procurement.

» AS A RESULT OF CORRUPTION, PRIVATE MANSIONS ARE BEING BUILT INSTEAD OF BRIDGES; SWIMMING POOLS ARE DUG INSTEAD OF IRRIGATION SYSTEMS; FUNDS DESTINED TO RUN HOSPITALS AND BUY MEDICINES FIND THEIR WAY INTO THE POCKETS OF CORRUPT OFFICIALS; ECONOMIC GROWTH IS HELD BACK; AND PUBLIC TRUST IN GOVERNMENT IS UNDERMINED « OECD/ADB "Curbing Corruption in Public Procurement in Asia and the Pacific"

ASIA PACIFIC

In August 2007, the TI contact in **China**, the **Anti-Corruption and Governance Research Center** at Tsinghua University, together with the Asia Pacific department of the TI secretariat organised a capacity-building workshop entitled *Anti-Corruption in the Construction Area: Best Practice for Transparent Project Procurement*. The workshop was based on the *TI Handbook Curbing Corruption in Public Procurement*, which was published in Chinese in 2007.

A significant achievement for **TI India** saw 17 important Indian public sector undertakings enter into *Integrity Pacts*. In addition, the Central Vigilance Commission issued an office order recommending the adoption of *Integrity Pacts* in all major procurements.

After active facilitation work by **TI Indonesia**, an *Integrity Pact* was signed in the city of Banjarbaru by the mayor, the head of the city's business association, the head of the village-level communication forum, and the head of the local parliament. The pact included a commitment from the local government not to request or accept bribes, a commitment from private businesses not to pay or propose bribes, as well as provisions for whistleblower protection and steps to facilitate community participation in its monitoring.

TI Pakistan also welcomed progress in the area of public procurement, when the Sindh Public Procurement Regulatory Authority was formed with TI Pakistan on the board of directors. As a result, memoranda of understanding on public procurement were signed with government agencies, potentially leading to large savings. The chapter has also been made an independent observer by the World Bank in the Sindh Water Improvement Project, monitoring the tender process and ensuring and certifying compliance with tendering rules.

EUROPE AND CENTRAL ASIA

TI Czech Republic released a *Policy Paper* on blacklisting in public procurement discussing the advantages and disadvantages of a debarment system. The paper addresses questions on the purpose, establishment and implementation of blacklists and explains how they can be set up and misuse prevented.

The chapter also released a study on Public Private Partnership pilot projects. This study alleged a lack of transparency in the project process and warned of the financial risks involved if not applied properly, which can lead to unsuccessful and overpriced projects burdening public budgets.

Throughout 2007, the TI chapter in **Serbia, Transparentnost Srbija**, developed recommendations for more transparency, efficiency and accountability within the new Serbian legislation for public procurement currently being drafted, in order to comply with European Union standards. Within the framework of a three-year project, TI Serbia developed and tested a tool to assess the capacities of public procurement authorities. The results were used to 'train the trainers' for public procurement authority personnel workshops, scheduled for 2008.

TI UK published the *Project Anti-corruption System (PACS)*, an integrated and comprehensive system designed to prevent corruption in public or private sector construction projects. PACS comprises a set of standards and anti-corruption measures, as well as tools for implementation.

Private sector

TI's work with the private sector is based on the belief that fighting corruption is a responsibility that must be shared by all stakeholders, including the private sector. Through working with enterprises, TI aims to raise the standards for corporate anti-bribery policies and programmes, and to increase the transparency of business entities.

In 2007, TI completed the development of new anti-bribery tools for companies. A special focus has been on small and medium-sized enterprises (SMEs). Smaller businesses are often less aware of their legal obligations under new anti-bribery laws and their resources, human and financial, are frequently stretched. These businesses can also feel powerless in the face of demands for bribes. The SME Edition of the Business Principles for Countering Bribery provides model policies and guidance to mitigate the risk of bribery in business dealings.

TI private sector work continued in producing an anti-bribery self-assessment tool for companies and an interactive version designed in partnership with Enablon, a leading provider of sustainable development reporting and management software solutions, both of which were published in 2008.

State-owned enterprises face unique challenges in the implementation of anti-bribery policies and procedures. In the past year, TI worked with state-owned enterprises in the Chinese construction sector to learn about and disseminate anti-corruption practices, including the Business Principles for Countering Bribery. TI's work in the Balkans similarly confirmed that the Business Principles are wholly valid for publicly-owned enterprises.

The original resistance of private businesses to the notion of external verification or assurance of anti-bribery programmes has diminished considerably over the past few years. This is in part due to stronger stakeholder pressure, including that of TI, for greater credibility of company reporting of their performance in this area, but also because external assessment of anti-bribery programmes is increasingly seen as a logical complement to the cycle of implementation, monitoring and self improvement. In 2007, TI advanced its work with leading accounting firms by forming an Anti-bribery Assurance Group to develop an external assurance approach for anti-bribery programmes, the goal of which is to produce specific assurance objectives and criteria that will be submitted for public consultation.

» ... CORRUPTION IS A VERY SHORT-SIGHTED ATTITUDE,
BECAUSE NEXT TIME OTHERS ARE BETTER AT IT «

Mark Pieth, Head of the OECD Anti-Bribery Working Group
and TI Integrity Award winner 2007

AFRICA AND MIDDLE EAST

As part of its increased outreach to the private sector, the **Middle East and North Africa (MENA)** group at the **TI secretariat** held a series of workshops within the framework of the project *Promoting the Business Principles in the MENA region*. This project aimed to introduce TI's *Business Principles for Countering Bribery* to an Arab audience to create a community of practice. Workshops were held in Jordan, Morocco and Bahrain.

In February 2007, the Arabic version of the *Lebanese Code of Corporate Governance* was published by the TI chapter **Lebanese Transparency Association**. The chapter held a series of workshops with Lebanese companies on the adoption of the code and the principles it sets out.

TI Zambia convened, together with **TI Norway**, a private sector workshop aimed at building coalitions with reform-minded institutions and individuals to raise awareness of corruption in the private sector. Participants were drawn from a cross-section of Zambian society, including key stakeholders from civil society, government and businesses.

AMERICAS

Promoting collective approaches against corporate bribery is an ongoing priority of the TI Latin America network (TILAC). In an alliance with the Latin American Association of Water Pipe Manufacturers, TI chapters and other civil society partners have facilitated anti-bribery agreements among water pipe producing companies in **Argentina, Brazil and Colombia**.

The TI chapter in **Chile, Chile Transparente**, and the Alberto Hurtado University in Santiago developed a corporate integrity system to help companies strengthen transparent and responsible management. Implementing companies have reported an increase in productivity and competitiveness and fewer expenses. Following this successful programme, the chapter was asked to adapt the methodology to the administration at local government level. It is now being implemented in two municipalities and has been translated into administrative rules of good practice.

In **Colombia**, the TI chapter **Transparencia por Colombia** assessed companies' anti-bribery practices. The study identified competitive pressures for engaging in corrupt practices and looked at existing anti-bribery practices. It concluded that the sense of responsibility for a corruption-free business world needed to be enhanced. The results will be used to define strategies aimed at motivating business people to apply anti-bribery standards.

As part of **TI USA's** active promotion of integrity standards in the private sector, the chapter addressed several major conferences for corporate lawyers on improving compliance with US laws against foreign bribery.

PROMOTING REVENUE TRANSPARENCY

In 2007, the focus of TI work in the area of revenue transparency was the development of a report on 42 leading oil and gas companies from around the world. This report, launched in 2008, involved extensive engagement with a number of key stakeholders, including the companies themselves. The aim of this research and advocacy effort is to provide solid information to companies, investors, governments and civil society, to contribute to creating increased accountability of natural resource wealth.

By evaluating policies, management systems and performance of companies in areas relevant to upstream oil and gas operations, the project has found that companies do not always sufficiently report on their payments to governments where they operate.

The *Promoting Revenue Transparency* project supports the aims of the most prominent multi-stakeholder effort to promote revenue transparency, the Extractive Industry Transparency Initiative (EITI). In addition to working with EITI, TI also collaborated with a number of key partners, including Revenue Watch Institute, CARE, CAFOD, Secours Catholique-Caritas France and the Publish What You Pay Network.

Besides, project research and outreach involved the participation of many TI chapters, such as Algeria, Austria, Australia, Azerbaijan, Canada, France, Indonesia, Italy, Japan, Kazakhstan, Malaysia, Nigeria, USA, UK and Venezuela, many of which are the location of either oil and gas company headquarters or operations, or both. Given the prominence of natural resource scarcity on the world's agenda, TI believes it can make a major contribution to transparency and accountability in this area by working with companies to improve reporting on revenue payments.

ASIA PACIFIC

TI Japan adapted the *Business Principles for Countering Bribery* for the Japanese business environment and published a collection of the 10 worst corruption scandals in order to raise public awareness of private sector bribery.

TI Australia and the TI secretariat were actively involved in the Asia-Pacific Economic Cooperation (APEC) process of consultation on APEC's Anti-Corruption and Transparency Principles, using the *TI Business Principles for Countering Bribery* as a basis.

EUROPE AND CENTRAL ASIA

TI Estonia brought together representatives from the private and public sector in a workshop, which resulted in a code of business ethics.

The TI chapter in **Greece, TI Hellas**, in cooperation with the Association of the Greek Banks, organised a conference on corruption and money laundering in banking. The event attracted more than 300 participants and was covered extensively in the media. High-level speakers included the Greek minister of economy and finances and the deputy director of the anti-corruption initiative Wolfsberg Group.

Transparency International Latvia monitored construction in a protected dune zone to ensure projects in the area are carried out in a fully transparent and accountable manner.



International conventions

International conventions play a key role in addressing the worldwide and cross-border nature of corruption. In establishing a series of mutually acceptable rules and norms and facilitating anti-corruption cooperation between states, international conventions provide a comprehensive framework for action.

The ratification and implementation of such conventions is indicative of the political commitment of states to address the negative impact of cross-border corruption. International conventions establish a set of transparent guidelines that allow citizens and peer states to assess the progress of individual states in fulfilling their role as members of the international community.

AFRICA AND MIDDLE EAST

African chapters joined their counterparts from the Group of Eight (G8) nations in June 2007 to publish a joint statement addressing the G8 leaders' meeting in Heiligendamm, Germany. The statement called upon the industrialised world to stop the supply side of bribery and to ensure that G8-based multinational companies do not bribe with impunity when doing business in Africa. Better enforcement of the Organisation for Economic Cooperation and Development (OECD) Convention on Foreign Bribery was named as an important step to achieving this.

The TI chapter in **Kuwait**, the **Kuwait Transparency Society**, organised a national *Transparency Conference* that mobilised several high-level international experts on anti-corruption, focusing on the United Nations Anti-corruption Convention (UNCAC) and how its implementation could be made more effective.

Recognising the substantial impact made by religious leaders in **Sierra Leone** in the fight against corruption, the TI chapter **National Accountability Group** held several leadership trainings on the Campaign for the Domestication and Implementation of the UNCAC in the regional capitals of Sierra Leone.

AMERICAS

2007 marked the 10th anniversary of the Inter-American Convention Against Corruption (IACAC). **Transparencia Venezuela**, **Transparency International Canada** and the **Americas department** at the TI secretariat organised a conference in Caracas, Venezuela, to discuss developments and challenges to its implementation. Areas requiring more attention from governments include a strengthening of civil society participation as an independent observer in the IACAC monitoring mechanism, and official statistical information on implementation.

Ten countries underwent the official evaluation provided by the review mechanism of the IACAC in 2007. TI chapters and other civil society organisations from **Bolivia, Chile, Colombia, Dominican Republic, El Salvador, Mexico, Peru** and **Trinidad and Tobago**, presented their complementary findings on country performance in procurement, whistleblower protection and criminalising acts of corruption.

The TI chapters in **Canada, Guatemala** (where the evaluation will take place in 2008) and **USA**, sent their reports to the Organization of American States. In public events organised by **TI USA** and the **Americas department** at the TI secretariat, chapters from the region shared their research on convention compliance with a broader audience of policy makers and civil society.

The TI chapter in **Venezuela, Transparencia Venezuela**, was prevented from presenting its findings to the meeting by the Venezuelan government. As a response, a wide range of civil society organisations from the Americas started an advocacy campaign to increase civil society participation in the country.

» THE CONVENTION HAS BEEN A MAJOR STEP FORWARD IN CREATING A GLOBAL LEVEL PLAYING FIELD. BUT IT IS ONE THING TO ENACT LAWS, AND ANOTHER TO ENFORCE THEM. «

Angel Gurría, OECD Secretary-General

One year after the signature of the *Guatemala Declaration for a Corruption-Free Region*, TI chapters and other civil society organisations from **Central America** and the **Dominican Republic** evaluated its implementation in areas such as access to information, whistleblower protection and transparency in political finance. Although implementation was considered insufficient, the importance of this political instrument was confirmed as a complement to international conventions and national anti-corruption initiatives.

To raise awareness of convention issues in **Mexico**, the TI chapter **Transparencia Mexicana** launched the internet portal www.anticorruptcion.org.mx, which details conventions ratified by Mexico, the status of implementation and opportunities for civil society participation.

ASIA PACIFIC

Accession of their countries to the United Nations Convention Against Corruption (UNCAC) in 2007 was a cause for celebration for **TI Bangladesh** and **TI Pakistan**. Both chapters had advocated for this action for several years.

In the lead up to the Second Conference of States Parties to the UN Convention Against Corruption in Bali, **TI Indonesia** organised a major civil society workshop on asset recovery that led to heightened awareness of local civil society organisations about the relevance and potential of the convention.

Working to promote UNCAC, **TI Nepal**, along with partner organisations from civil society, presented a memo for UNCAC ratification to the Speaker of the Nepali Parliament. After assurances from the Speaker, the Nepali Parliament passed a resolution instructing the government to initiate steps for ratification.

EUROPE AND CENTRAL ASIA

In a project monitoring the implementation of recommendations by the Anti-corruption Network of the OECD, **Transparency International Georgia** reviewed legal and regulatory impediments to their implementation. The project assessed the capacity of local governments to carry out anti-corruption efforts. The findings were presented to the OECD network, the Georgian government and the public.

The TI chapter in **Germany**, **Transparency International Deutschland**, used the Group of Eight summit in Heiligendamm in June 2007 as a forum to call on the German government to promptly ratify the United Nations Convention Against Corruption and pointed out Germany's special responsibility in the role as a host to the summit.

TI Russia's advocacy for compliance with international anti-corruption agreements contributed to the promotion of the concept of transparency, accountability and integrity in Russian society. It raised awareness about and understanding of international anti-corruption conventions such as the UNCAC, the Anti-corruption Resolution of the Group of Eight and other agreements.

UNITED NATIONS CONVENTION AGAINST CORRUPTION

In 2007, TI led advocacy efforts for the effective monitoring of the United Nations Convention Against Corruption (UNCAC) – the world's most comprehensive anti-corruption framework. A set of detailed recommendations on the establishment of a review mechanism was developed, which many chapters discussed with their governments.

TI also continued to promote broad-based civil society support for the UNCAC, notably through building the Coalition of Civil Society Friends of the UNCAC.

As part of TI's efforts towards independent civil society monitoring of government performance, 20 chapters reviewed the implementation of the convention in their respective countries by providing parallel responses to the official self-assessment checklist for governments.

Parallel checklists were prepared by TI chapters in **Algeria, Argentina, Armenia, Bangladesh, Chile, Colombia, Germany, Guatemala, Kenya, Kuwait, Lithuania, Mexico, Niger, Nigeria, Papua New Guinea, Paraguay, Romania, USA, Venezuela, Zimbabwe.**

Special attention has been given to UNCAC provisions for the recovery of stolen assets, which offer much hope, especially for developing countries, and serve as a deterrent for future corruption.

OECD CONVENTION ON THE BRIBERY OF FOREIGN PUBLIC OFFICIALS IN INTERNATIONAL BUSINESS TRANSACTIONS

TI also continued its work on the Anti-bribery Convention of the Organisation for Economic Cooperation and Development (OECD), issuing its third Progress Report on convention implementation, which covered 34 of the 37 signatory countries.

TI chapter experts from **Argentina, Australia, Austria, Belgium, Canada, Czech Republic, Denmark, Estonia, Finland, France, Germany, Italy, Japan, Mexico, Netherlands, New Zealand, Norway, Poland, Slovakia, Spain, Switzerland, UK and USA** contributed to the report.

Despite some progress, the report found little or no enforcement by more than half the parties to the convention, including major exporting nations such as the UK and Japan.

The British Serious Fraud Office's decision to discontinue its investigation of foreign bribery allegations on the grounds of national security has set a potentially dangerous precedent for the future of the convention.

TI considers the convention to be at risk of disintegrating in the absence of genuine enforcement and stressed this at the OECD's 10th anniversary celebrations for the convention.

Poverty

The role of corruption in perpetuating poverty was a founding rationale for TI's fight against corruption. Making it a priority work field is an expression of TI's commitment to increasingly address corruption that has a direct impact on people's lives. Where corruption denies individuals and communities their basic human rights, it affects the very root of development processes and effectively undermines efforts at poverty reduction. TI considers corruption to lead to unequal opportunities for participation in decision-making and for access to basic public services.

By confronting corruption in development processes, TI draws on global and national frameworks that commit states to act on human rights, democracy and development. At the national level, TI draws on the unique range of its engagement with stakeholders within and outside governments, from the political to the administrative level and across sectors. Through a number of surveys and tools, TI directly addresses the governance context that curtails the rights and opportunities of citizens to participate in political, economic and social development. It links to work in other fields, particularly on political corruption in addressing the accountability of the state to its marginalised citizens.

TI chapters combine public awareness on integrity gaps with targeted advocacy leading to political, policy and institutional reforms. TI's work on public service delivery has demonstrated the need for authentic participation of the poor in risk assessments, planning and implementation processes. This work continues to inform TI's recommendations to multilateral institutions for preventing corruption in international cooperation.

AFRICA AND MIDDLE EAST

The TI chapter in **Lebanon**, the **Lebanese Transparency Association**, conducted two studies analysing public finance in Lebanon. One study highlighted the legal framework of the budget. The second study analysed public debt, the composition of the actual budget, and the role of civil society in the budget process.

The TI chapter in Madagascar, **Transparency International Initiative Madagascar** worked with local authorities, community groups and media on introducing transparency in budget management in four cities. The project aims to build civil society capacity to effectively monitor budget processes.

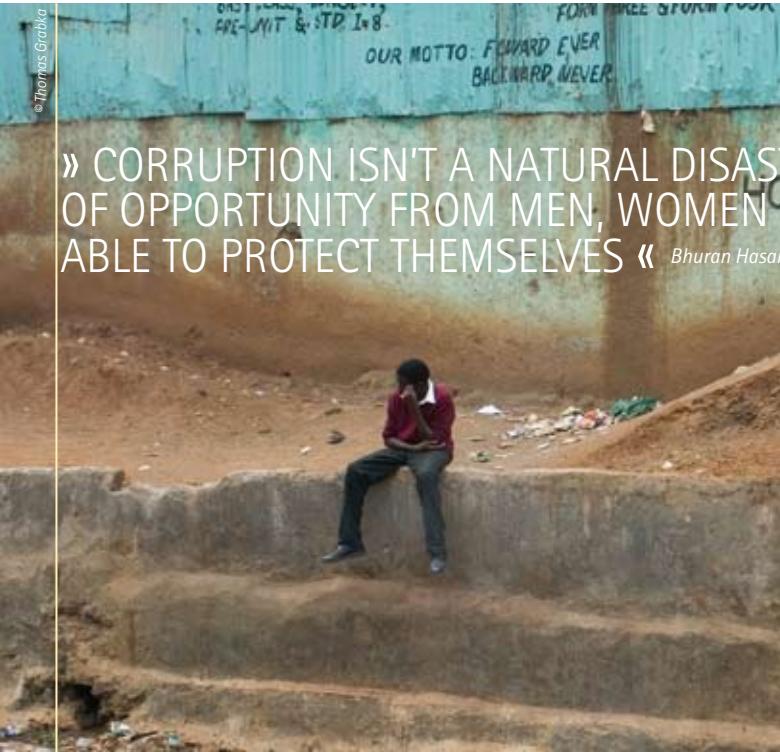
In **Senegal**, the TI chapter **Forum Civil**, continued to build on two earlier studies, which focused on potential problems in the health sector and in the natural resource and environment sector, to raise awareness about the link between poverty and corruption. A series of round table discussions brought together political decision makers, service providers from different sectors and concerned civil society partners, and was accompanied by pro-active media work.

With these activities, the chapter succeeded in bringing transparency and integrity in these sectors to the forefront of discussions on progress made towards achieving Senegal's development targets.

The TI chapter **National Accountability Group** in **Sierra Leone** promoted civil society participation in the national budget process through monitoring budgetary and expenditure processes in the context of poverty reduction initiatives. Its *Citizen Handbook on Public Finance* was used in regional trainings on budget management and public finance issues for civil society organisations. The trainings culminated in a civil society summit that also promoted a dialogue on public finance issues with government officials and parliamentarians.

In cooperation with the Institute for Security Studies in South Africa, **TI Zimbabwe** coordinated research on corruption and access to HIV/AIDS treatment in South Africa. The resulting report was published under the title: *A lethal cocktail – Exploring the impact of corruption on HIV/AIDS prevention and treatment efforts in South Africa*.

» CORRUPTION ISN'T A NATURAL DISASTER: IT IS A COLD, CALCULATED THEFT OF OPPORTUNITY FROM MEN, WOMEN AND CHILDREN WHO ARE LEAST ABLE TO PROTECT THEMSELVES « *Bhuran Hasan, Journalist*



AMERICAS

The **Fundación para el Desarrollo de la Libertad Ciudadana, TI Panama**, in collaboration with other civil society organisations, successfully advocated for the establishment of a national development agenda. TI Panama proposed a strategy to allocate to social projects the expected surplus of approximately US \$30 billion (€21 billion) in profit gained from the expansion of the Panama Canal and the establishment of a citizen oversight mechanism for the transparent management of canal profits. As a result, the Executive proposed an action plan including a law related to social tax, decentralisation and citizen participation.

The **Peruvian** TI chapter **Proética** looked at service delivery in education and health in districts with high levels of poverty in an in-depth analysis on the relation between corruption and poverty. In a second phase, Proética will look at the flow of resources to the districts, focusing on potential corruption. The information will help develop and promote a monitoring system of the corruption risks in service delivery, which can lead to an irregular delivery of school material and medicines, and similar problems.

TI USA continued to contribute to TI recommendations to the World Bank aimed at ensuring that funds are not corrupted, that governance in borrowing countries is promoted and greater transparency and opportunities for civil society participation are encouraged. TI USA also continued to work closely with the World Bank's social development office to promote support for civil society.

ASIA PACIFIC

TI Papua New Guinea used street theatre to reach local communities as the final part of its project on electoral awareness. The project aimed to inform people on the new electoral system which the chapter had been instrumental in lobbying for.

With the support of the provincial government, **TI Vanuatu** conducted awareness workshops on governance, integrity, and accountability and the role of citizens and government in achieving them, which attracted a total of 980 people.

EUROPE AND CENTRAL ASIA

TI Denmark, in cooperation with the Danish Association for International Cooperation, organised a forum to raise awareness and foster discussions on the consequences of corruption for development and the fight against poverty.

Access to public services

AFRICA AND MIDDLE EAST

Transparency International Zambia published a report entitled: *Show me the Money*, a comprehensive study of over 20 years of reports by the auditor general showing how much money is poorly accounted for each year.

The chapter's research found that this amounts to the equivalent of approximately Zambian Kwacha 350,000 billion (US \$100 million, €70 million) worth of public money, estimated to be misappropriated, stolen or grossly mismanaged in Zambia every year. The report received huge national attention and presentations about the findings were carried out across Zambia's provinces.

AMERICAS

The TI chapter in **Argentina, Poder Ciudadano**, worked with the Culture and Education Directorate of the province of Buenos Aires to enhance transparency of the procurement process of US \$1.6 million (€1.1 million) worth of school books. The chapter carried out public hearings to raise awareness on the conditions of the contracting process. This initiative facilitated company and civil society participation in the bidding. The project also increased the capacity of the authorities responsible and will be repeated in the following school year.

Acción Ciudadana, the chapter in **Guatemala**, signed an *Integrity Pact* with the Guatemalan Institute for Social Security and the National Pharmaceutics Association. The pact formalises existing channels of dialogue to enhance transparency in the procurement process of medicines. An agreement on bidding content and a model for follow-up on the pact resulted from this work.

The TI chapter in **Haiti, La Fondation Héritage pour Haiti**, conducted a governance diagnostic study of two public hospitals that evaluated the quantity and quality of services, identifying how the system can foster corruption and negatively impact service delivery. The resulting 25-page report was launched on International Anti-corruption Day.

AFRICA EDUCATION WATCH

Africa Education Watch, a three-year programme that aims to improve transparency and accountability in the management and use of resources allocated to primary education, was launched in July 2007 by TI partners in **Ghana, Madagascar, Morocco, Niger, Senegal, Sierra Leone and Uganda**.

Building on the findings of an assessment phase, which evaluated wastages, leakages and corruption in the primary education sector, participating TI chapters will develop recommendations aimed at strengthening the demand for policy reform and improved service delivery through increased transparency in the use of education sector resources.

A strong focus of the programme is on the involvement of local civil society and education and finance officials in the participating countries. Cross-country comparative analysis of national assessments, including a regional advocacy report, will take the campaign to an international level.



©Clie Chapman

» THE POOR CANNOT PAY THE BRIBES, THUS, CORRUPTION DENIES THEM THEIR RIGHT TO EQUAL ACCESS TO EDUCATION, AND CONSEQUENTLY TO ONE OF THE MOST POWERFUL MECHANISMS TO ESCAPE POVERTY «

UNESCAP/UNDP/ADB
"Access to basic services for the poor"

ASIA PACIFIC

A tool developed by **TI India**, *Citizens' Charters* represent an organisation's commitment to ensuring the standard, quality, and on-time delivery of public services. The charters include a grievance redress mechanism and a tool for transparency and accountability. Ten years after the introduction of the concept in 1997, 118 *Citizens' Charters* have been formulated by the central government and ministries, and 711 have been formulated by various state and union territory governments and administrations.

In 2007, to ensure that these charters are effective, and to assist concerned service providers to adopt them according to local needs, a set of four model *Citizens' Charters* was prepared and circulated, each relating to one of four basic services: education, hospitals, the police and public distribution systems.

EUROPE AND CENTRAL ASIA

A position paper released by **TI Austria** on *Corruption in the Health Sector* prompted a public debate about illegal payments that facilitate shorter waiting times for healthcare services. As a first positive result stemming from this discussion, hospital waiting lists in Vienna have become more transparent in order to prevent abuse.

TI Czech Republic released a study that directed attention to deficits in the system for financing healthcare in the Czech Republic. The study estimates that losses in the Czech healthcare system in 2005 made up about US \$1.3 billion (€830 million) corresponding to 9.5% of the national expenditures on healthcare. Losses in the separately assessed disability benefit system amount to an additional US \$400,000 (€255,000).

Following the privatisation of the hospital sector in **Georgia**, **Transparency International Georgia** launched a project for the promotion of civil society monitoring. The chapter reviewed the implementation of privatisation agreements, trained journalists on how to monitor the healthcare reform and provided recommendations to the responsible ministries.

TI Romania launched an instrument for the promotion of public integrity and citizen participation in public service delivery. The methodology was the result of a pilot project successfully implemented by the chapter at the local level. The main achievement of the project is the development of a proficient and objective measurement tool for the assessment of service delivery, which will be multiplied at national level.

Humanitarian assistance

TI's programme on preventing corruption in humanitarian assistance seeks to counter corruption in humanitarian relief and reconstruction activities that focus on the aftermath of natural disasters and civil conflicts. TI believes that it is crucial to encourage learning among the humanitarian aid community on anti-corruption initiatives that have largely remained internal, and that there is large potential to learn from similar efforts in the wider anti-corruption field.

During 2007, the programme has engaged key humanitarian organisations as partners, such as Action Aid, CARE International/USA, Catholic Relief Services, Islamic Relief Worldwide, Lutheran World Federation, Save the Children USA and World Vision International. The TI secretariat worked with a team of experts in humanitarian policy research from the Feinstein International Center of Tufts University (Boston, USA) and the Humanitarian Policy Group of the Overseas Development Institute (London, UK) to carry out structured dialogues with these partner organisations at headquarters and field level. Issues discussed included the corruption risks they face in their work, the effectiveness of anti-corruption measures already in place, gaps and areas for improvement, and the potential value of additional anti-corruption initiatives, using the Corruption Risk Map that was developed in 2006 as a diagnostic framework.

During 2008, this experience will be translated into a handbook of best practices and tools to help humanitarian assistance providers prevent or reduce corruption in their programmes.

AFRICA AND MIDDLE EAST

One year after the end of the 2006 war, the TI chapter **Lebanese Transparency Association** launched a *Transparency and Integrity in Post War Reconstruction and Compensations campaign*. Addressing all relevant stakeholders – the Lebanese government, parliament, political parties and leaders, public councils and institutions, private and public sectors as well as civil society organisations – the initiative began a national dialogue on the issue of corruption in post war reconstruction.

ASIA PACIFIC

On the three year anniversary of the 2004 tsunami, **TI Sri Lanka** publicised its concerns about a potential discrepancy between committed, disbursed and expended reconstruction funds and called for greater access to information as well as investigations into the recovery process.

TI Indonesia completed a review of the Aceh Rehabilitation and Reconstruction Agency, looking at the mechanisms in place for preventing corruption in the tsunami reconstruction work.

Water Integrity Network

TI is a founding member of the Water Integrity Network (WIN), set up in 2006 in partnership with prominent water sector organisations to actively engage in fighting corruption in the water sector. Governance failures and corruption correlate strongly with inadequate water and sanitation services, pollution and water scarcity, making it ever harder to realise the United Nations Millennium Development Goals. Access to water is often determined not by scarcity but by the integrity of management systems in the water and sanitation sector, in hydropower or in irrigation. It is therefore vital to develop good governance and accountability in the water sector.

Hosted in the TI secretariat, the WIN is a membership-driven organisation that now has over 500 individual and organisational members around the globe. The WIN aims to raise awareness of water related corruption, promote knowledge-sharing and coalition-building and develop advocacy tools for the fight against corruption in the sector.

In 2007 the WIN held regional workshops across Africa, Latin America and South Asia, which incorporated a range of actors from public and private sector institutions, civil society and the donor community. Participants shared experiences of best practice, and learnt to familiarise themselves with concepts and different approaches related to building partnerships for accountability and combating corruption. The WIN has also published consultative research papers examining the linkages between poverty and water sector corruption.

During the past year, the WIN has contributed its expertise to TI's 2008 Global Corruption Report, which focuses on corruption in all sub-sectors of the water sector. The report contains case studies, best practices, lessons learnt and policy recommendations with the aim to improve the information and knowledge base of water-related anti-corruption methodologies. The 2008 Global Corruption Report will be released in the summer of 2008 and will be a major advocacy tool for increasing integrity in the water sector.

REGIONAL WORKSHOPS

TI chapters and partners from a number of **Francophone African countries**, including **Forum Civil from Senegal**, the **Association Nigérienne de Lutte contre la Corruption** from Niger and **TI Cameroon** actively participated in a WIN workshop held in **Burkina Faso**. In September, the **Ghana Integrity Initiative** co-hosted a similar workshop for the **Anglophone West Africa** region.

A **Latin American** workshop took place in Cali, **Colombia**. This workshop saw the participation of 36 civil society organisations from 13 countries, including presenters from **TI Colombia**. The workshop catalysed the identification and formulation of water sector anti-corruption activities by the participants.

TI Bangladesh organised the **South Asian** workshop for WIN that generated extensive media coverage and enhanced the prominence of the issue. Action-oriented commitments to anti-corruption work in the water sector were made by the participating organisations, such as **TI Pakistan**, other participating civil society organisations were encouraged to focus on anti-corruption in their ongoing work in the water sector.

Measuring corruption

A key feature of TI's research work continues to be its global assessments of corruption. These measurement tools provide TI with a prominent means to draw attention to the persistence and degree of corruption, and to shape the global agenda so that preventing and redressing corruption remain critical tasks for all those concerned about better and more accountable governance.

The 2007 TI Corruption Perceptions Index (CPI), released in September, evaluates perceptions of public sector corruption in 180 countries and territories – the greatest coverage of any CPI to date. The CPI 2007, based on 14 expert surveys, scores countries on a scale from zero to ten, with zero indicating high levels of perceived corruption and ten indicating low levels of perceived corruption.

As in past years, the CPI 2007 reflects a strong correlation between corruption and poverty. Forty percent of countries scoring below three – indicating corruption perceived as rampant – are classified by the World Bank as low income countries. In addition, countries ravaged by conflict are often burdened with high levels of perceived corruption. The lowest results overall were achieved in the CPI 2007 by Somalia and Myanmar, while scores for Finland and New Zealand placed them at the top of the list. A few African countries showed improvement in 2007, indicating that commitment to reform can have an impact, while strengthened results in some South East and East European states testify to the positive effect of the European Union accession process on perceived levels of corruption.

The CPI continues to be a key reference for journalists and opinion-leaders when addressing corruption. Increasingly, it is used in breaking news stories to provide context. The print media coverage in 2007 tracked by TI included 680 news articles of which 71 were in international media including BBC, Deutsche Welle, Financial Times, International Herald Tribune, Reuters and Wall Street Journal. TI website traffic has also grown tremendously. TI chapters held more than 40 events around the world at the time of the CPI launch, indicating the extent to which the TI movement utilises the index while adapting it to the local context.

2007 CORRUPTION PERCEPTIONS INDEX

The score relates to perceptions of the degree of corruption as seen by business people and country analysts, and ranges between 10 (highly clean) and 0 (highly corrupt).

Rank	Country	Score	Rank	Country	Score	Rank	Country	Score
1	Denmark	9,4	46	Bhutan	5,0	84	Thailand	3,3
1	Finland	9,4	46	Costa Rica	5,0	94	Madagascar	3,2
1	New Zealand	9,4	49	Cape Verde	4,9	94	Panama	3,2
4	Singapore	9,3	49	Slovakia	4,9	94	Sri Lanka	3,2
4	Sweden	9,3	51	Latvia	4,8	94	Tanzania	3,2
6	Iceland	9,2	51	Lithuania	4,8	98	Vanuatu	3,1
7	Netherlands	9,0	53	Jordan	4,7	99	Algeria	3,0
7	Switzerland	9,0	53	Mauritius	4,7	99	Armenia	3,0
9	Canada	8,7	53	Oman	4,7	99	Belize	3,0
9	Norway	8,7	56	Greece	4,6	99	Dominican Republic	3,0
11	Australia	8,6	57	Namibia	4,5	99	Lebanon	3,0
12	Luxembourg	8,4	57	Samoa	4,5	99	Mongolia	3,0
12	United Kingdom	8,4	57	Seychelles	4,5	105	Albania	2,9
14	Hong Kong	8,3	60	Kuwait	4,3	105	Argentina	2,9
15	Austria	8,1	61	Cuba	4,2	105	Bolivia	2,9
16	Germany	7,8	61	Poland	4,2	105	Burkina Faso	2,9
17	Ireland	7,5	61	Tunisia	4,2	105	Djibouti	2,9
17	Japan	7,5	64	Bulgaria	4,1	105	Egypt	2,9
19	France	7,3	64	Croatia	4,1	111	Eritrea	2,8
20	USA	7,2	64	Turkey	4,1	111	Guatemala	2,8
21	Belgium	7,1	67	El Salvador	4,0	111	Moldova	2,8
22	Chile	7,0	68	Colombia	3,8	111	Mozambique	2,8
23	Barbados	6,9	69	Ghana	3,7	111	Rwanda	2,8
24	Saint Lucia	6,8	69	Romania	3,7	111	Solomon Islands	2,8
25	Spain	6,7	71	Senegal	3,6	111	Uganda	2,8
25	Uruguay	6,7	72	Brazil	3,5	118	Benin	2,7
27	Slovenia	6,6	72	China	3,5	118	Malawi	2,7
28	Estonia	6,5	72	India	3,5	118	Mali	2,7
28	Portugal	6,5	72	Mexico	3,5	118	Sao Tome and Principe	2,7
30	Israel	6,1	72	Morocco	3,5	118	Ukraine	2,7
30	Saint Vincent and the Grenadines	6,1	72	Peru	3,5	123	Comoros	2,6
32	Qatar	6,0	72	Suriname	3,5	123	Guyana	2,6
33	Malta	5,8	79	Georgia	3,4	123	Mauritania	2,6
34	Macao	5,7	79	Grenada	3,4	123	Nicaragua	2,6
34	Taiwan	5,7	79	Saudi Arabia	3,4	123	Niger	2,6
34	United Arab Emirates	5,7	79	Serbia	3,4	123	Niger	2,6
37	Dominica	5,6	79	Trinidad and Tobago	3,4	123	Timor-Leste	2,6
38	Botswana	5,4	84	Bosnia and Herzegovina	3,3	123	Viet Nam	2,6
39	Cyprus	5,3	84	Gabon	3,3	123	Zambia	2,6
39	Hungary	5,3	84	Jamaica	3,3	131	Burundi	2,5
41	Czech Republic	5,2	84	Kiribati	3,3	131	Honduras	2,5
41	Italy	5,2	84	Lesotho	3,3	131	Iran	2,5
43	Malaysia	5,1	84	FYR Macedonia	3,3	131	Libya	2,5
43	South Africa	5,1	84	Maldives	3,3	131	Nepal	2,5
43	South Korea	5,1	84	Montenegro	3,3	131	Philippines	2,5
46	Bahrain	5,0	84	Swaziland	3,3	131	Yemen	2,5
						138	Cameroon	2,4
						138	Ethiopia	2,4
						138	Pakistan	2,4
						138	Paraguay	2,4
						138	Syria	2,4
						143	Gambia	2,3
						143	Indonesia	2,3
						143	Russia	2,3
						143	Togo	2,3
						147	Angola	2,2
						147	Guinea-Bissau	2,2
						147	Nigeria	2,2
						150	Azerbaijan	2,1
						150	Belarus	2,1
						150	Congo, Republic	2,1
						150	Côte d'Ivoire	2,1
						150	Ecuador	2,1
						150	Kazakhstan	2,1
						150	Kenya	2,1
						150	Kyrgyzstan	2,1
						150	Liberia	2,1
						150	Sierra Leone	2,1
						150	Tajikistan	2,1
						150	Zimbabwe	2,1
						162	Bangladesh	2,0
						162	Cambodia	2,0
						162	Central African Republic	2,0
						162	Papua New Guinea	2,0
						162	Turkmenistan	2,0
						162	Venezuela	2,0
						168	Congo, Democratic Republic	1,9
						168	Equatorial Guinea	1,9
						168	Guinea	1,9
						168	Laos	1,9
						172	Afghanistan	1,8
						172	Chad	1,8
						172	Sudan	1,8
						175	Tonga	1,7
						175	Uzbekistan	1,7
						177	Haiti	1,6
						178	Iraq	1,5
						179	Myanmar	1,4
						179	Somalia	1,4

GLOBAL CORRUPTION BAROMETER

The 2007 TI Global Corruption Barometer (GCB) was launched in December 2007. The GCB is a worldwide public opinion survey, carried out in more than 60 countries. It offers country-specific information on experiences of corruption, including which institutions most frequently demand bribes, analyses where the general public sees the greatest degree of corruption, and indicates how average citizens view the future development of corruption and their own government's efforts to fight it. The GCB also provides for trends across the world and, now in its fifth edition, over time.

The GCB 2007 found that low-income families are hit hardest by demands for bribes, regardless of whether they reside in developing or industrialised economies. Another finding of the GCB this past year concurred with previous editions: citizens in countries across the globe continue to see political parties and parliaments as the institutions most compromised by corruption.

Awareness of the GCB has also continued to grow. Print media coverage of the launch encompassed nearly 200 articles including international media, such as Associated Press, BBC, Financial Times, Reuters and Voice of America. Website visits also increased around the time of the launch, and 10 TI chapters held events to accompany the GCB 2007 release.

AFRICA AND MIDDLE EAST

For the sixth year running, TI Kenya launched its annual *Kenya Bribery Index* in August 2007, measuring the extent, prevalence and size of bribery within public institutions in the country. 13 government ministries and public institutions were represented at the launch event. A technical reference group for the Kenya Governance, Justice and Law Order Sector Reform Programme has decided to use the Index as a benchmark for reform. At the local government level, TI Kenya developed civic education booklets for use by the public in their interactions with government institutions including the police, courts and local government.

AMERICAS

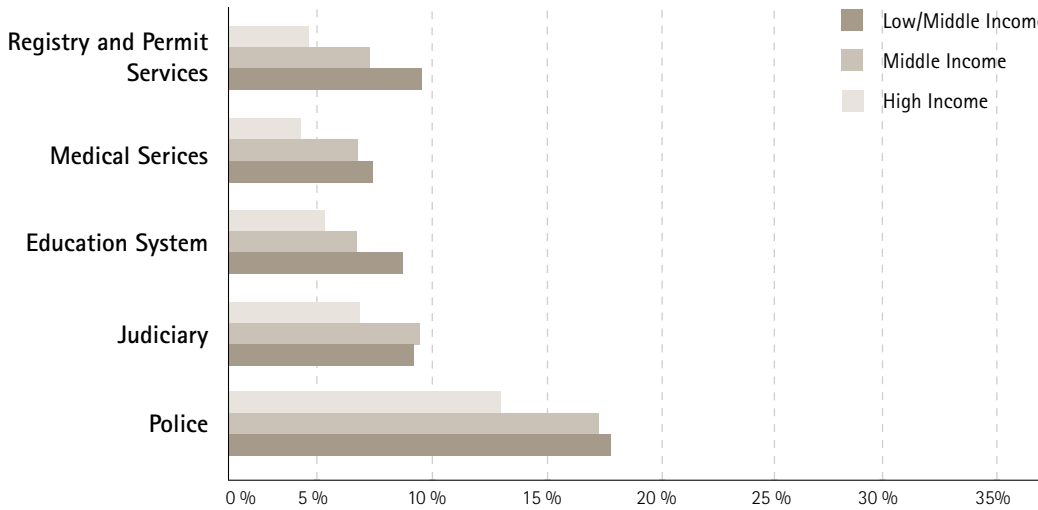
The Colombian chapter *Transparencia por Colombia* is one of the pioneers in the region in developing measurement mechanisms. The chapter's *National Transparency Index* measures levels of transparency and corruption risks in public institutions. In 2007, this work resulted in the adoption of index findings as orientation point in the governmental system that records goals, performance and progress.

Participación Ciudadana, the TI chapter in the Dominican Republic, published a *Transparency Index of Public Institutions*. This index based its methodology on the index developed by TI Colombia and measures public institutions according to law implementation and processes that ensure institutional efficiency and effectiveness. In all of the index indicators, such as accountability, efficiency, investigation and sanction, the average performance of the institutions was below 50 percent.

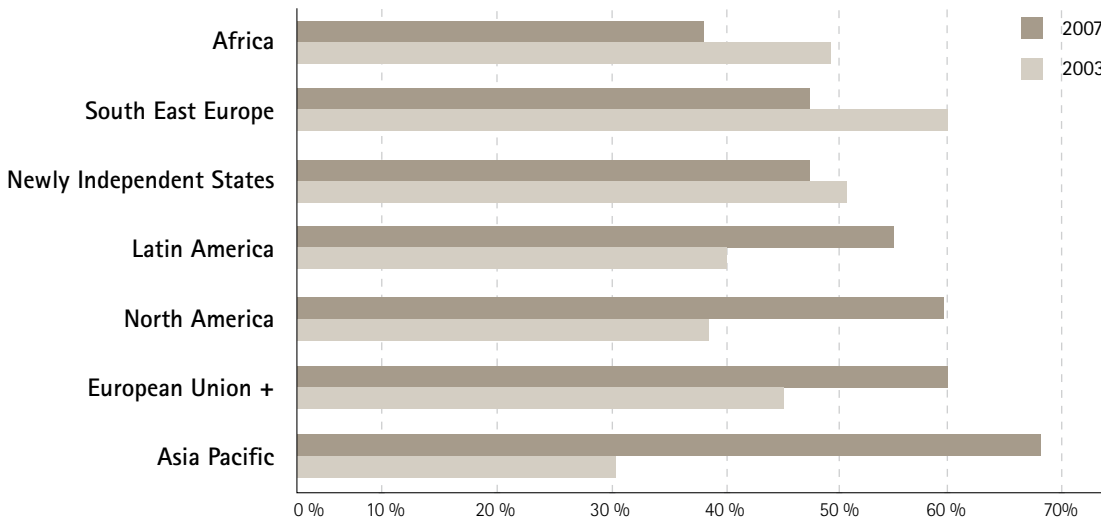
Transparencia Venezuela applied the *Budget Transparency Index*, carried out on the regional level by the civil society organisation Fundar, on the national budget. Venezuela came out last in a ranking of nine Latin American countries and did not exceed 39 percent in any of the variables, such as citizen participation, legislative participation or accountability.

GLOBAL CORRUPTION BAROMETER

Percentage of households worldwide who paid a bribe when came in contact with...



Percentage of respondents reporting that they expect corruption to increase in the next 3 years



» CORRUPTION IS A CANCER THAT STEALS FROM THE POOR,
EATS AWAY AT GOVERNANCE AND MORAL FIBER
AND DESTROYS TRUST « *Robert B. Zoellick, President of the World Bank*

ASIA PACIFIC

TI Malaysia's *Malaysian Transparency Perception Survey 2007* was widely published in the press and caused a national debate on the degree of corruption in Malaysia.

The Taiwanese chapter TI Chinese Taipei developed and published a *Government Performance Index* measuring the governmental bodies' performance from both input and output sides. Working in the area of local government, the chapter conducted a survey which included 21 cities in Taiwan using its *Governmental Integrity Index* methodology.

TI Thailand undertook a survey investigating Thai people's perception of democracy, good governance and corruption and their use of and access to the media. The chapter found that a considerable number of people were likely to tolerate or accept the abuse of power. For instance, around 30 percent of those sampled accepted political corruption if corrupt politicians were effective in their work. Results from the survey were used for media communication.

EUROPE AND CENTRAL ASIA

In January 2007, CRD/TI Armenia published the *2006 Corruption Perception in Armenia* survey. According to the survey findings, 9 out of 10 citizens of Armenia believe corruption to be a problem. The majority of respondents pointed to the necessity of ensuring free and fair elections, as well as effective control and corruption-prevention mechanisms. An awareness campaign addressed people from all walks of life and the survey findings were reflected in numerous reports, party programmes and the media.

The TI chapter in Greece, TI Hellas, conducted a national survey on corruption in the private and public sectors, interviewing more than 6,000 respondents. The survey contained a broad spectrum of data on experiences of alleged corruption, the institutions that most frequently demand bribes, and produced a 'price list' of corruption. The survey was one of the most popular references in public discussion about corruption and received comprehensive media coverage.

National Integrity Systems

National Integrity System (NIS) studies provide an important baseline on the integrity and transparency of a country, focusing on the institutions and areas particularly relevant to the fight against corruption. NIS country studies have been used extensively by TI chapters to achieve a number of goals, from developing anti-corruption advocacy strategies and promoting governmental reform, to developing online information centres. In a number of cases their recommendations have led to specific policy change. NIS country studies are also considered essential to other stakeholders, most notably governments, who routinely use them for priority setting in the fight against corruption and who can integrate them into broader efforts to evaluate governance.

In 2007, TI undertook NIS studies in Bosnia and Herzegovina, Botswana, Cameroon, Costa Rica, Democratic Republic of Congo, Guatemala, Honduras, Hungary, Mauritius, Mozambique, Nicaragua, Panama, Swaziland, Zambia and Zimbabwe – many of them completed by TI chapters.

The overall National Integrity System approach was reviewed in 2007 as part of an effort, supported strongly by TI chapters, to create a quantifiable element that could accompany the studies. TI accordingly developed a scoring system for implementation in 2008. NIS country scores will facilitate comparison of strengths and weaknesses among a country's institutions and within a country over time. Pilots of this scoring component are being carried out in Central America, and TI expects to use these enhanced NIS country studies to create even greater awareness of this unique research tool. Most recent NIS country study work has also begun in the Middle East.



AFRICA AND MIDDLE EAST

Transparency International Zimbabwe coordinated five *National Integrity System (NIS)* studies in **Botswana, Mozambique, Swaziland, Zambia and Zimbabwe**. More studies were facilitated by TI in **Mauritius** and the **Democratic Republic of Congo**, as well as in **Cameroon, Rwanda and Guinea Conakry**.

A regional comparison found that legal frameworks for tackling corruption are being introduced but not yet effectively implemented. Multi-party democracy where not based on full transparency can create new opportunities for political corruption, but pressure for political finance regulation has grown. Many judiciaries remain weak, politicised and corrupt; and while public procurement reforms are underway, accountability for public resources remains limited.

As part of its NIS study, **TI Cameroon** launched a series of roundtable discussions and capacity-building workshops with a judiciary focus. The discussions brought together lawyers, judges, professors of law, representatives of the ministry of justice and interested civil activists.

In the **Democratic Republic of Congo**, the final draft of the NIS study and resulting recommendations were discussed at a civil society workshop, followed by a round table with representatives from civil society, government and the international community.

At the launch of its NIS study in December, **TI Mauritius** distributed printed copies and CDs to government officials, private sector representatives and journalists. The report received extensive media coverage and stakeholders involved agreed to engage in the follow-up.

AMERICAS

TI established the *Central American Anti-corruption Resource Network (Recrea)*, consisting of TI chapters and other civil society organisations from all **Central American** countries and the **Dominican Republic**. This network addresses the need for information on actors and institutions involved in reducing corruption.

Members of the network conduct research related to the pillars of the NIS and regularly update the relevant information when reforms take place. This live version of the diagnostic tool NIS offers a detailed analysis of anti-corruption systems and is available at: www.transparency.org/recrea.

ASIA PACIFIC

Thanks to the persistent efforts of **TI Bangladesh**, the Anti-Corruption Commission of Bangladesh finally became independent in February 2007, when it was reconstituted and a credible chair and commissioners were appointed. The Anti-corruption Act was amended to significantly expand the commission's jurisdiction. Since then, the commission has acted promptly to criminalise corruption and engage in a high-profile anti-corruption drive to challenge the culture of impunity. TI Bangladesh also facilitated reform to other key pillars of the national integrity system, including electoral rules and the electoral commission, the public service commission and the judiciary.

In **India**, the Government of Delhi acted on the recommendations of a **TI India** report estimating the extent of unofficial transactions in property transfer and the losses to the public exchequer in Delhi. The reforms are likely to result in revenue enhancement and deal with the problem of black money, or unreported earnings.

In **Indonesia**, when parliament ratified a new draft for the tax law, it adopted five of nine recommendations made by **TI Indonesia**, including the introduction of automated systems in the tax record system. This procedure reduces interaction between tax payers and tax authorities and makes tax litigation fairer and more transparent.

In the **Philippines**, the TI chapter disseminated an NIS study and discussed the results in a series of roundtable workshops to address the next steps in following up on identified priorities.

In **Taiwan**, **TI Chinese Taipei** ran a seminar with the ministry of justice to study the development of the integrity system.

Together with the prosecutor and other civil society organisations, the chapter also formed a *Coalition for Promoting Clean Elections* in the Republic of China, pushing for an amendment to the provision of unaccountable income of public servants.

EUROPE AND CENTRAL ASIA

TI Bosnia and Herzegovina launched an NIS study and gathered representatives of the executive, legislature and judiciary branches, experts and civil society representatives at social integrity workshops to discuss key problems and possible improvements in the national integrity system.

Based on the NIS analysis, recommendations for improving the legislative framework and the functioning of the institutions were developed. They included the strengthening of corruption prevention, the formation of an anti-corruption agency, and amendments to relevant national laws, and emphasised the need for a special law regulating the confiscation of gains acquired by illegal means.

TI Hungary launched Part One of its Hungarian NIS study in 2007. The study found that both administrative and high level corruption occur in the country. Party and campaign financing as well as public procurement regulations need urgent amendments since existing legislation can encourage corruption. Codes of ethics together with whistleblower protection systems should be elaborated and promoted in the public sector. Part Two of the NIS study will focus on the business sector.

Driving policy change

In 2007, TI marked its first full year of operating across the anti-corruption movement with clear guidelines for policy development. The TI secretariat coordinated the effort and engaged with numerous chapters in this work. Six policy positions were produced: four on corruption in the judiciary, based on the findings and recommendations of the Global Corruption Report 2007 (GCR), and one each on aid and corruption and monitoring the United Nations Convention Against Corruption (UNCAC).

These papers have been used in a variety of ways. The judiciary material was featured in the Advocacy Toolkit that accompanied the GCR 2007 and was used to facilitate a number of country and regional level trainings. The UNCAC position paper helped guide TI's efforts to promote a review mechanism at the second UNCAC Conference of States Parties in Indonesia.

Policy work will continue to be aligned to key TI priorities and the publication of major reports. A paper on corporate governance is forthcoming in advance of the GCR 2009 on the private sector and corruption. Another position will be issued in support of the report published on revenue transparency in the oil and gas sector. All policy work draws on TI expertise and aims to synthesise and promote learning in the field of anti-corruption.

Another feature of TI policy development includes the publication of a working paper series. In 2007, this series covered topics such as:

- Corruption and renewable natural resources
- Defence and corruption
- Gender and corruption
- Corruption in the education sector

Papers serve as an important tool for the anti-corruption movement to map corruption to a number of key policy areas. All papers are translated into multiple languages to maximise their impact. They are useful for outreach with stakeholders and partners and provide a means for gathering best practice that can serve to shape TI's on-the-ground work. Increasing efforts are being taken to partner with experts within the movement as well as leading institutions to produce the series.

RESEARCH FOR KEY STAKEHOLDERS: THE U4 ANTI-CORRUPTION HELP DESK

In 2007, TI provided more than 30 Expert Answers for the Help Desk service of the U4 Anti-corruption Resource Centre (ACRC), based at the Chr. Michelson Institute in Bergen, Norway. The U4 ACRC Help Desk aims to provide targeted and timely advice to the staff of international development agencies in Canada, Germany, Netherlands, Norway, Sweden and UK.

Answers to Help Desk queries are made available on the project's public access website www.U4.no, as well as the TI website. The TI secretariat also promotes the use of expert answers within the TI movement.

Topics of the queries vary, but the great majority cover corruption issues within a governance and development policy framework and their implications for Africa and the Middle East. The range of queries includes:

- Comparative analysis of anti-corruption mechanisms
- Tackling corruption in legal and administrative systems in Africa
- Mainstreaming gender into anti-corruption policy
- Implications and implementation of UNCAC
- Understanding Islamic approaches to corruption

Work on the U4 ACRC Help Desk provides a direct link to the needs of policy practitioners in their anti-corruption work, helping TI to keep abreast of the latest policy concerns. It provides a platform for synthesising current thinking, best practice, case studies and evidence-based research for use in the field.

Advocacy and Legal Advice

Through Advocacy and Legal Advice Centres (ALACs), TI chapters around the world seek to engage directly with citizens in fighting corruption.

The first centres were established as pilot projects in TI chapters in Bosnia and Herzegovina, Macedonia and Romania in 2003. By the end of 2007, there were 19 ALACs operating in 15 countries. Over the year, tens of thousands of victims and witnesses of corruption have called ALAC corruption hotlines, recounted their experiences, received legal advice and assistance, as well as support in seeking recourse and redress. Based on these reports, advocacy interventions and campaigns were pursued by the advice centres.

Allegations range from small bribes to grand corruption involving hundreds of millions of dollars; clients include pensioners and the unemployed as well as entrepreneurs and business people. The diversity of cases and people who use the centres demonstrates the pervasive nature of corruption; from the top-down to the bottom-up.

The effectiveness and credibility of ALACs derives from the fact that they seek to translate citizens' concerns on corruption into structural change and advocate for institutional, procedural and administrative reforms based on very concrete evidence, while at the same time observing strict client confidentiality.

ALACs work in the TI multi-stakeholder tradition. They aim to create dialogue, informal feedback, and working partnerships with government institutions charged with anti-corruption. Some advice centres have taken up advising government institutions and line departments how they can engage and respond to citizens' corruption complaints. ALACs reject the notion that people are apathetic in the face of corruption. Rather they demonstrate that people will become involved in the fight against corruption when they are provided with simple, credible and viable mechanisms to do so.



AFRICA AND MIDDLE EAST

Through a *Public Complaints Unit*, **TI Kenya** helped a cross-section of Kenyan society to file complaints of corruption with relevant government agencies. Like all ALACs, the intervention is non-investigative, but the centre actively tracks and monitors cases, particularly if they are in the docket of anti-corruption bodies. In 2007, the *Public Complaints Unit* handled an average of 70 complaints per month. The focus of the unit's interventions is to assist the complainants in understanding their rights, the duties of the authorities and then jointly define a strategy for seeking redress. This work served as a reference point for the documentary *Living with Corruption* by Sorious Samura, broadcast on CNN in November 2007.

The TI chapter in **Morocco, Transparency Maroc**, operates a *National Corruption Observatory* in Rabat that monitors occurrences of corruption and developments in the governance field in Morocco, providing independent facts and analysis on how corruption affects Moroccan society. Additionally, the observatory hosts a core team of lawyers who are able to provide legal guidance to victims and witnesses of corruption, empowering them to seek redress.

Transparency International Zambia established an ALAC that provides the public with an opportunity to seek advice or report corruption in public services. The project also seeks to strengthen cooperation with the national Anti-Corruption Commission, the government institution legally mandated to investigate and prosecute corruption cases and with whom a Memorandum of Understanding was signed. Within the first month of its launch by the government attorney general, the ALAC received over 300 complaints. After thorough screening, more than fifty cases were accepted and referred to either the mandated government institutions, or other non-governmental organisations.

AMERICAS

Launching an ALAC requires several months of thorough planning and preparation. The TI secretariat provides technical support, document translation and, where possible, helps arrange cross-training visits to operational ALACs.

In 2007, two chapters in the Americas region started on this track: **Acción Ciudadana in Guatemala** and **La Fondation Héritage pour Haiti**. Both are set to start offering their services in 2008, they will be the first Spanish speaking and the first French speaking ALACs in the TI network.

ASIA PACIFIC

Variations on the ALAC model currently exist in Asia and the Pacific region. In an effort to learn from experiences in citizen participation, **TI Australia** launched a report on *What works and why in community-based anti-corruption programmes*. The report documents 15 community initiatives and considers how lessons learnt could be applied both in Australia and elsewhere in the Pacific region.

TI Bangladesh has moved to strategically formulate the role of citizens in creating demand for effective anti-corruption action. Civic engagement is one of three thrusts, alongside research and advocacy, and the chapter has created 36 *Committees of Concerned Citizens*. These committees act as local level watchdogs and run satellite *Advice and Information Desks*.

An anti-corruption help line was launched by **TI India's** Tamil Nadu chapter, providing a free service to assist citizens in their interaction with state and central offices and to check the perceived demand for bribes. The service has an office in the Tamil Nadu Foundation at Kilpauk, a civil society organisation.

TI Sri Lanka has set up an education help line to directly engage with citizens and their experience of corruption. The public is invited to join in the fight against corruption, bringing forward corruption complaints and issues in the education sector. The ministry of education has agreed to extend its fullest support.

EUROPE AND CENTRAL ASIA

The ALAC in **Albania**, served by a staff of six lawyers, received an average of 40 calls per day in 2007. Noting the high count of complaints related to the judiciary, the centre is now advocating for a programme of judicial reforms. After less than half of the centre's Freedom of Information Act requests received a response from local and central administration, an advocacy campaign pushed for better access to information. Other ALAC advocacy in Albania concerned urban planning and environmental issues.

Successfully adapting the ALAC model in the Caucasus, **TI Azerbaijan** not only runs an ALAC in the capital Baku, but has successfully established four additional regional ALACs with a special focus on rural populations. The regional ALACs run a very active programme of outreach workshops to remote and poor areas and have received thousands of contacts and complaints from ordinary people. Turning this information around, Azerbaijan advice centres started offering workshops for officials of public agencies, such as the police, the prosecutor's office, the military and the real estate registry.

A key advocacy recommendation of the ALAC in **Bosnia and Herzegovina**, calling on all state institutions and authorities to have a unit or an official in charge of receiving citizens' complaints and monitoring how they are acted on, was adopted by several state institutions – a clear sign that the centre has gained recognition and public trust.



In **Bulgaria**, the Centre for Legal Consultations of Victims of Corruption, advocates for amendments to public procurement legislation in the National Assembly and provides legal advice to corporations.

The **Croatian** ALAC launched a targeted advocacy campaign to push for citizens' constitutional right to use the Freedom of Information Act.

The ALAC in the **Czech Republic** generated over 1000 contacts within three months, after launching a new toll-free corruption hotline number with direct support from the ministry of interior.

Continual support and follow-up to an extortion case regarding a construction permit was offered by the Advice Centre in **Moldova**. The ALAC pushed the government Centre for Combating Economic Crimes and Corruption to open a criminal case. The accused public official has now received a fine 50 times the amount of the bribe requested, and a five year jail sentence.

The ALAC in **Poland** continued to innovatively use its relationship with the media. Translating ALAC cases into advocacy, the centre published a guide on some of the most problematic and common legal issues that citizens faced in connection with corruption.

TI Romania's ALAC has been able to support about two thirds of the encountered whistleblowing cases to positive outcomes, either within the clients' institutions, or in front of the civil courts. The greater awareness of the rights of whistleblowers has led more people to come forward with complaints and information about corruption.

The ALAC in **Serbia** is promoting a draft law for the establishment of an Anti-corruption Agency and a new draft law on public procurement to the relevant government institutions.

Through **TI Switzerland's** engagement in whistleblower protection an anonymous helpline has been established and vast improvements in the legal protection of whistleblowers have resulted from the chapter's advocacy efforts.

ADVOCACY AT EUROPEAN UNION LEVEL

In 2007, the **TI Brussels Liaison Office** moved to a new office space, in order to scale up its advocacy work at European Union (EU) level. The Liaison Office developed a new anti-corruption strategy and re-assessed key advocacy priorities such as anti-corruption monitoring in the EU pre-accession process, public procurement, debarment, access to information and transparent spending of EU funds.

Throughout the year, TI fully supported the European Commission's fight against corruption in future member states, advocated for the disclosure of EU structural fund recipients, for a more transparent public procurement system and the establishment of a debarment system at EU level.

Based on the TI anti-corruption monitoring experience in EU enlargement, TI started advocating for a system in EU member states to ensure that EU values such as anti-corruption sustain beyond accession.

Anti-corruption education and training

AFRICA AND MIDDLE EAST

Ghana Integrity Initiative, the TI chapter in **Ghana**, held a series of district and regional-level workshops with the purpose of sensitising the Ghanaian public to the negative impacts of corruption and the need to fight it. As a result of these workshops, senior religious leaders have spoken out against corruption, sometimes even from their pulpits.

The TI chapter **Lebanese Transparency Association** assessed the country's main anti-corruption projects, holding workshops with journalists on investigative journalism and producing a book for youth aged seven to ten years on good governance related issues.

In a series of workshops supported by the Center for International Private Enterprise, TI's local partner in **Liberia**, the **Center for Transparency and Accountability**, educated local government officials and community dwellers about the national anti-corruption strategy and how it would help tackle corruption. The outreach was consolidated in workshops with support from the governance commission.

A **TI Madagascar** programme entitled *Youth Against Corruption* has reached out to school and university students in three towns with the aim of raising awareness about corruption among young people through showing short films about corruption and distributing information leaflets.

The TI chapter in **Niger**, the **Association Nigérienne de Lutte contre la Corruption**, launched a music CD with anti-corruption songs recorded by a string of local musicians. This CD is distributed free of charge to mobilise people into action in the fight against corruption.

Through an anti-corruption university course at Birziet University in **Palestine**, the TI chapter **AMAN Coalition** reached out to young university students and developed the syllabus for an obligatory course on integrity and good governance at the faculty of Public Administration at the university.

The TI chapter **National Accountability Group** in **Sierra Leone** produced a reader-friendly abridged version of the National Anti-Corruption Strategy and distributed copies throughout the country.

AMERICAS

As a result of the decentralisation process in Peru, public officials at the regional level had to take over new responsibilities without special training. The **Peruvian** TI chapter, **Proética**, carried out capacity building exercises for officials, which link anti-corruption to other problems that the authorities deal with on a regular basis. The initiative gained active support from the presidents of the regions.

ASIA PACIFIC

TI Bangladesh's work has impacted on the social conscience of young people in Bangladesh. The activities of *Youth Engagement Support* groups have provided mechanisms for young people to express their rejection of the status quo and to bring about significant changes in the content and quality of services provided by public sector institutions in areas such as health, education and local government. In collaboration with the Anti-corruption Commission, TI Bangladesh also successfully catalysed the inclusion of anti-corruption essays in the school curriculum.

The TI contact in **China**, the **Anti-Corruption and Governance Research Center** at Tsinghua University, has been working on integrity education, developing a series of teaching cases, a textbook and a curriculum for Chinese universities, as well as established a national network of integrity educators. The centre organised an international conference on integrity education, at which anti-corruption researchers and integrity educators agreed to develop a model curriculum for China's undergraduate and graduate level integrity courses.

At the same time, the centre worked together with the TI secretariat to promote transparent procurement and corporate social responsibility in China. The top five construction companies and public procurement institution officials participated in a training workshop organised by the centre.

TI Korea (South) initiated a *Youth Integrity Promotion Programme* in 2007, after several *Youth Integrity Index* surveys revealed the need for anti-corruption education. A study tour to Cambodia raised awareness of the fatal effect of corruption on young people. Other activities included a one-day anti-corruption course with junior, middle and high school students.

» EDUCATION IS THE MOST POWERFUL WEAPON WHICH YOU CAN USE TO CHANGE THE WORLD « *Nelson Mandela*

© TI/Chile

In June 2007, **TI Malaysia's** deputy president and the ambassador of Switzerland launched the *Integrity Campaign for Primary School-children*. This campaign educates primary school students between the ages of 10 and 12 on integrity, complementing the ministry of education's moral and civic education programmes in schools. Comic strips bearing integrity messages appeared in Malaysian national newspapers every Monday for four months, with delivery to 60 schools sponsored by the papers. Essay, quiz and art competitions also focused on the integrity message.

TI Nepal worked with 14 training institutes to launch its *Anti-corruption Training Manual*. The Nepal Administrative Staff College and Nepal Telecommunications Corporation have included an anti-corruption component in the training curriculum, and 19 local youth organisations charted out a pledge to control corruption and set up *Networks of Youths Against Corruption*. The TI Nepal support group in the city of Pokhara encouraged the younger generation to actively engage in this network, and the group in Kathmandu launched a school awareness programme.

TI Papua New Guinea's *Voter Education and Democratic Governance Awareness* project in the highlands provinces was completed in September 2007. In the run up to national parliamentary elections, an estimated 74,000 people watched innovative anti-corruption drama performances designed to increase awareness of good governance and voter responsibility, the proper role of national members of parliament, the consequences of voter intimidation, the selling of votes and the secret vote. Community-level civic education using drama as a medium has proven to be an effective tool for achieving long-term improvements in Papua New Guinea.

A youth programme conducted by **TI Thailand** promoted democratic values and increased anti-corruption awareness through youth camps and performances for and by young people. Role plays on corruption, games on access to information and a shadow puppet show of an anti-corruption story engaged around 300 students, while three new children's story books on good governance will reach an estimated two million children in schools around the country.

TI Vanuatu conducted a *Civic Education Awareness Programme* in 2007, which consisted of community awareness workshops for local communities in all 61 areas of Vanuatu. More than 400 participants, both male and female community leaders, attended workshops with the theme *Building Good and Active Citizens*, enabling them to disseminate information in their respective communities. In addition to these workshops, a new Anti-corruption Committee has been formed on Motalava island, which will work with TI Vanuatu to curb corruption at grassroots level.

EUROPE AND CENTRAL ASIA

TI Russia conceptualised an education course entitled *Anti-corruption Strategies* for the Political Science Faculty of the High School of Economics. The course covered issues like the definition of corruption, types and forms of corruption, international and national anti-corruption tools and anti-corruption strategies. The project raised awareness about corruption and its impact among young people and suggested methods of confronting it through institutional and civic measures.

Awards and journalism

AFRICA AND MIDDLE EAST

Transparency International Israel awarded its annual *Transparency Shield* award to Professor Isaac Zamir for his contribution in the fight against governmental corruption, and to the non-profit organisation Sustainable Development for the Negev for their engagement in environmental issues.

The TI chapter in **Lebanon**, the **Lebanese Transparency Association**, hosted a series of workshops for journalists to train them in investigative journalism and reporting on corruption issues.

In the framework of a World Bank initiative, a competition entitled *Youth in Governance: Shaping the Future* awarded cash prizes totalling US \$230,000 (€160,000) to innovative youth projects. In 2007, the **Lebanese Transparency Association** evaluated the work of the 13 winning organisations.

The TI chapter in **Palestine**, the **AMAN Coalition**, awarded good governance certificates to civil society organisations as encouragement to the developmental role of Palestinian civil society organisations in building civil society and to contribute to their international credibility through strengthening accountability and transparency. Organisations participating in the pilot project included the Arab Thought Forum, the Centre for Architectural Conservation, Riwaq, and the Palestinian Centre for the Independence of the Judiciary and the Legal Profession, Musawah.

AMERICAS

The TI chapter in **Haiti**, **La Fondation Héritage pour Haiti**, produced the radio soap opera *Mari Poukipa Koripsyon Non*, written by Haiti's prize-winning novelist and playwright Gary Victor, to create awareness and educate the general public about corruption. The soap opera has been broadcast on six commercial radio stations and on 16 community radio stations to date.

Since 2002, TI and the Press and Society Institute in **Peru** have honoured the work of journalists who investigate corruption cases and thereby raise awareness of corruption's damaging impact. This acknowledgement awards US \$25,000 (€17,000) to the best and two US \$5,000 (€3,500) prizes to the second and third best investigations on corruption every year. In 2007, the first prize was shared by journalists from a Brazilian daily paper and a Colombian news magazine. The investigations were chosen from among 175 candidates from 18 countries. The high profile of the jury increased the reputation of the only regional award of its kind.

The Brazilian paper *Correio Braziliense* exposed one of the largest parliamentary corruption cases in the history of Brazil, involving the diversion of millions of state funds. In Colombia, the prize-winning journalists of the news magazine *Semana* had reported about the penetration of paramilitaries in national politics, which caused social upheaval and had consequences for government institutions. A Peruvian journalist received the second prize for his investigations on a drug-trafficking network, and the third prize went to Guatemalan journalists for their revelation of a ballots sale in exchange for public works.

NEWS FROM THE TI MOVEMENT

The regularly updated *In Focus* section on the TI website gives a snapshot of the latest TI activities. In 2007, *In Focus* highlighted major TI tools and publications like the *Corruption Perceptions Index* and the *Global Corruption Report*, and looked at such issues as corruption in education, revenue transparency and regional developments.

Transparency Watch, TI's monthly online publication, continued to inform readers on corruption and update them on anti-corruption activities, developments and events around the world. During 2007, *Transparency Watch* discussed the issue of corruption with a diverse range of people, including Ellen Johnson-Sirleaf, the President of Liberia;

Jeffrey Sachs, anti-poverty economist and director of the Earth Institute at Columbia University; and Simon Channing Williams, producer of the film 'Constant Gardener'.

» I AM CONVINCED I AM DOING THE RIGHT THING,
I AM FIGHTING FOR JUSTICE « *Le Hien Duc, 2007 Integrity Award Winner*

THE INTEGRITY AWARDS

Since 2000, the *TI Integrity Awards* have honoured the bravery of individuals and organisations whose efforts are making a difference in curbing corruption.

The winners in 2007 were a grassroots anti-corruption activist and a leading legal expert engaging against international bribery. Le Hien Duc, a 75-year-old retired school teacher from Vietnam, files complaints and helps citizens to challenge petty bribing and large-scale graft. In spite of threats, she helps victims of corruption claim their rights, and provides hope for stopping the acceptance of corruption.

Prof. Mark Pieth, a criminal law and criminology professor in his native Switzerland, has provided outstanding leadership in fighting corruption on an international scale. As chair of the OECD Working Group on Bribery and founder of the Basel Institute on

Governance, he has made fighting foreign bribery and money laundering his core priority.

In a moving ceremony in Berlin, the awards were handed to the winners among words of encouragement and praise from Transparency International leaders. The winners expressed gratefulness for being given this recognition for their work and confirmed their determination to continue the fight against corruption in their countries and internationally.



ASIA PACIFIC

To honour people in the media who investigate corruption, **TI India** presented awards to journalists who excelled in exposing corruption.

TI Nepal's investigative fellowships for reporters also facilitated positive change, with pressure for service delivery reforms being brought to bear through the reporting of community-level corruption cases in local newspapers outside Kathmandu.

Transparency Thailand has been actively engaged in media activities, using professional media teams to produce effective radio programmes, television and radio spots and popular situation comedies that seek to promote values of democracy and good governance. Community radio stations, city radio stations, villages and schools have picked up these productions, and 13 episodes of a comedy were aired on Saturday afternoons.

EUROPE AND CENTRAL ASIA

TI Lithuania presented the results of its *Promoting Media Transparency* project. The survey, which included more than 500 companies, found that the majority of Lithuanian business people claimed to be intimidated by the media and believe them to be corrupt. To prompt the discussion on media ethics and transparency, TI Lithuania organised an international conference featuring journalists and experts on ethics from Lithuania, Latvia and Sweden and published a *Media Transparency* report, offering the Lithuanian public a media literacy toolkit.

Effective coalitions

AFRICA AND MIDDLE EAST

The TI chapter in **Palestine**, the **AMAN Coalition**, launched a draft national action plan against corruption during its annual conference commemorating International Anti-corruption Day. The conference in Ramallah saw the creation of a national anti-corruption network representing all sectors of society. In opening the conference, Palestinian Prime Minister Dr Fayyad expressed his government's commitment to adopting a new policy in order to fight corruption under the umbrella of transparency and constant accountability.

The chapter also developed an *NGO Code of Conduct* in partnership with other organisations that sets out ethical and professional standards for civil society. It aims at improving the performance of civil society organisations, their leaderships, employees and volunteers through an effective monitoring mechanism. More than 100 civil society organisations have already signed the code of conduct.

TI South Africa and the South African civil society umbrella organisation SANGOCO conducted a community mobilisation drive on issues of governance in all provinces. In addition, the chapter initiated a project on governance within the civil society sector and developed a code of conduct for organisations that provides standards of integrity, best practices and guidelines in line with their aspirations for social justice.

TI Uganda joined forces with the Uganda Joint Christian Council Union and the Action for Development to promote a project that aims to enhance and deepen Uganda's good governance process by monitoring the democratisation process.

AMERICAS

Transparency International Canada and the Sheldon Chumir Foundation for Ethics in Leadership joined forces to increase the anti-corruption capacity of public officials from China. Chinese officials and their Canadian counterparts from governmental organisations, private sector, civil society organisations and universities discussed issues like transparency, procurement and access to information. The Chinese officials plan to implement the lessons learnt from this exchange in the development of policies and to disseminate their experiences to other provinces in China.

The TI chapter **Transparencia por Colombia**, with more than 50 other **Colombian** civil society organisations created the *NGOs for Accountability network*. This network advocates for a culture of transparency in civil society organisations. It aims to further strengthen the network; to promote social accountability and to start a public information campaign. During the year the network involved more than 200 organisations in accountability exercises that promoted the benefits of civic participation in society.

Participación Ciudadana, the TI chapter in the **Dominican Republic**, together with 12 other civil society organisations, organised a *Walk Against Impunity and Corruption* that thousands of citizens took part in. The organisers of the walk highlighted the results of the first national study about the cost of corruption, which found that low and middle class citizens suffer most from corruption, costing them around US \$180 million (€125 million) annually.

The TI chapter in **Paraguay**, **Transparencia Paraguay**, further strengthened the civil society *Anti-corruption Citizens' Observatory* coalition. Through the mobilisation of the citizenship in the form of demonstrations and communiqués, the observatory achieved a re-installment of anti-corruption investigations, after prosecutors had been removed from the investigation of a corruption case involving high ranking public officials.



2007 ANNUAL MEMBERSHIP MEETING

Held in October in Bali, Indonesia, TI's 2007 Annual Membership Meeting brought together more than 200 delegates from almost all TI chapters around the world to exchange information, opinions and experience. The meeting featured discussions on thematic issues such as poverty and development, political corruption, revenue transparency, civil society monitoring, corruption in defence and the judiciary, as well as TI internal governance issues.

ASIA PACIFIC

The newly effective Bangladeshi Anti-Corruption Commission joined hands with **TI Bangladesh** for partnership in key areas of corruption prevention, including a year-long communication and outreach campaign called *People, rise up* – the first such cooperation between a constitutional body and a non-governmental organisation.

TI Malaysia implemented a Memorandum of Collaboration, through which it seeks to promote transparency, integrity and accountability in order to combat corruption more effectively. The invitation to collaborate and embrace a corruption-free environment was extended to various organisations in Malaysia, including associations, government agencies, corporate companies and civil society organisations. This partnership-building seeks to bring about long-term change in Malaysian society, for example through *Integrity Pacts* implemented by partners in their respective institutions.

TI Papua New Guinea's *Walk Against Corruption* was led by the Governor General Grand Chief Sir Paulias Matane and saw the participation of more than 300 Port Moresby residents. Thirty organisations, including companies, business houses, civil society organisations, statutory bodies, high commissions, government

departments and donor agencies participated in this first-of-its-kind walkathon, which raised more than US \$30,000 (€21,000) for a fund set up to provide TI Papua New Guinea with the security it needs to pursue its anti-corruption work.

The TI chapter **Transparency Solomon Islands** played a key role in coordinating the activities of civil society organisations, the National Council of Women, young people, the church and the trade union movement in opposing corrupt and repressive actions. It was instrumental in setting up a new organisation, the *Solomon Islands Coalition Against Corruption*, which will spearhead the national fight against corruption.

The Thai chapter **Transparency Thailand** and the Center for Philanthropy and Civil Society of the National Institute of Development Administration promoted public dialogue. Acting as 'communicators of change', 300 university students held dialogues with local villagers in the four regions of Thailand and engaged the villagers in a learning process where information, issues and ideas about democracy, good governance and corruption were exchanged.

LOBBYING THE GROUP OF EIGHT

TI was encouraged by the strongest anti-corruption statement to date by the Group of Eight (G8) in the 2007 Heiligendamm Summit Communiqué, which introduced a special two-page section with the statement: "Promoting the fight against corruption, both at the national and international levels, remains one of the most important tasks of the G8." This remarkable outcome came on

the heels of a coordinated campaign of letters to and meetings with G8 leaders, ministers, sherpas and civil society peers in the run-up to the leaders' summit. The campaign was driven by a working group composed of TI's G8 chapters with the support of the TI secretariat. Perhaps most significantly, TI Chair Huguette Labelle was among a group of civil society leaders who met with German

Chancellor Angela Merkel a month ahead of the summit and again at the end of the year as Germany prepared to hand over the G8 presidency to Japan. The working group has continued working towards the 2008 summit in Hokkaido and represents one important component of TI's advocacy strategy targeting global institutions.

EUROPE AND CENTRAL ASIA

A high-profile anti-corruption conference on *Combating Corruption and Reforming Institutions in Transition Economies* served as a platform for an exchange on corruption in growing economies of resource-rich countries. In the framework of TI's 2007 Europe and Central Asia Regional Meeting in Baku, Azerbaijan, this conference brought together more than 200 people from over 40 countries in the region, including representatives of TI chapters as well as from government, private sector and civil society in Azerbaijan. In strategic workshops following the conference, **TI's Europe and Central Asia chapters** defined concrete action points for the region's future work.

To parody unfair practices in the run-up to the parliamentary elections, **CRD/TI Armenia** and its partners held an election fair including an open-air press conference. Unfairly granted monopolies, non-transparent appointments of public officials, vote bribing, and other issues were addressed during the event. The fair aimed to protest against election fraud and political corruption, and encourage the public to make an informed choice in the elections. T-shirts with anti-corruption messages were distributed to participants. The election fair was broadly covered by television, print and electronic media.

Together with several partner organisations, **CRD/TI Armenia** initiated a protest rally against the Bills on Television and Radio and the Law on State Duty, to be passed in parliament the next day, threatening the broadcast of Radio Liberty, a critical radio station. Participants of the rally had their mouths covered to symbolise a potential violation of the freedom of speech and carried a ten meter long poster reading: "They have voted against Liberty," with the names and faceless pictures of the 79 parliamentarians who had voted for the bills. The Armenian parliament failed to pass the bills due to a lack of a quorum, and a new contract was signed with the radio station.

TI Georgia's project *Informed Citizens and Accountable Government* strives to foster communication between parliamentarians and their constituencies and promote public awareness of the legislative process. In cooperation with majoritarian members of parliament, TI Georgia held public meetings, where citizens received information about parliamentary developments and future plans, and had the opportunity to inform parliamentarians about their main concerns at local level.

TI Georgia's civic forum programme for ethnic Azeri in the Kvemo Kartli region combined Georgian language training with civic education. Through TI Georgia's programme, discussions were held with more than 300 participants, covering topics such as political parties, service delivery, elections, budgeting, national minority integration and the media. Summaries of these discussions enabled TI Georgia to voice concerns to the government and allowed participants to seek information about anti-corruption reforms more actively and effectively.

TI Mongolia launched a monitoring project of the Law on Corruption in Mongolia. The project, implemented in cooperation with the civil society organisations Women for Social Progress and National Soyombo Movement, is designed to monitor and assess the implementation of the Mongolian anti-corruption law, the efforts of the government to prevent corruption, and to ensure transparency in the anti-corruption agency.

TI Spain hosted the *Iberoamerican Meeting on Transparency and Fight Against Corruption* in Madrid. Representatives from 15 Iberoamerican countries and members of international institutions came together to analyse and debate methods and tools to fight corruption. Topics included corruption in local administration, anti-corruption conventions, corruption and the private sector and corruption as an obstacle for development. The concluding *Madrid Declaration* contains policy recommendations to more effectively combat corruption.

A growing movement

TI has an innovative organisational structure to ensure and protect both the movement's integrity, cohesion and reputation, and the diversity and richness of opinion and actions within the movement. The TI anti-corruption coalition unites independent and locally governed TI chapters.

Chapters are accredited according to a set of objective standards in three stages: from national contact to national chapter in formation and finally to fully accredited national chapter status. Fully accredited national chapters pass through a review process every three years, which aims at ensuring the continuous compliance with TI's standards and strengthening the work of the chapters.

The movement is growing from year to year. In 2007, chapters that received full national chapter status were: Transparency International Cameroon, Acción Ciudadana in Guatemala, Transparency Solomon Islands, Transparency Suomi in Finland, Transparency International Ireland, Transparency International Sweden and Transparency International Netherlands.

Accredited as chapter in formation were: Participación Ciudadana in the Dominican Republic, Uruguay Transparente, the Citizen Advocacy Office in Albania, and Transparency International Magyarország Alapítvány in Hungary.

Newly established national contacts include: Zero Corruption in Macedonia, a contact group in Turkey and Transparency International Ukraine.

CONNECTING THE MOVEMENT

TI's extranet *Chapter Zone* brings together members from the global TI movement from Albania to Zimbabwe. It is the first stop for all members to inform themselves, engage with the movement and share their knowledge and expertise.

The *Chapter Zone* serves as a reference for TI governance matters and aims to consolidate the anti-corruption network with its knowledge and expertise. It increases interaction between users from chapters, the secretariat and the board of directors through discussion forums,

subscription services and project pages, and provides information on press releases, events and activities as well as searchable member profiles.

In 2007, the *Chapter Zone* doubled its membership and now features more interactive content such as a photo gallery and file sharing opportunities.

Thank you for your contribution!

GOVERNMENTS, DEVELOPMENT ORGANISATIONS AND FOUNDATIONS

€ 500,000 and over

Department for International Development, United Kingdom (DfID)
Federal Foreign Office, Germany
Ford Foundation*
Ministry for Economic Cooperation and Development (BMZ), Germany
Ministry of Foreign Affairs, The Netherlands
Royal Danish Ministry of Foreign Affairs (DANIDA)

Between € 200,000 and € 499,999

Australian Agency for International Development (AusAID)
Canadian International Development Agency (CIDA)
Foreign & Commonwealth Office, UK (FCO)
Irish Aid
Ministry for Foreign Affairs of Finland
Norwegian Agency for International Development (NORAD)
OSI Development Foundation, Switzerland
Stockholm International Water Institute (SIWI), Sweden

Between € 50,000 and € 199,999

Centre for International Private Enterprise (CIPE), USA
Christian Michelsen Institute (CMI), Norway
European Commission
European Investment Bank (EIB)
French Ministry of Foreign Affairs
Government of Guatemala
Swedish International Development Cooperation Agency (SIDA)
Swiss Agency for Development and Cooperation (SDC)
The William and Flora Hewlett Foundation

Between € 10,000 and € 49,999

Agencia Española de Cooperación Internacional (AECI)
AVINA Group, Switzerland
Government of Azerbaijan
German Corporation for Technical Cooperation (GTZ), Germany
Inter-American Development Bank (IADB)
Legatum Global Development
Starr Foundation, USA
The World Bank (IBRD)
United Nations Development Programme (UNDP)
U.S. Agency for International Development (USAID)
World Economic Forum (WEF)

Please refer to the audited accounts 2007 for a detailed breakdown of the contributions to TI. Classification under the headlines corresponds to amounts recorded as income in the financial report for 2007.

GLOBAL CORPORATIONS FOR TRANSPARENCY INTERNATIONAL

TI seeks to engage all sectors of society in the fight against corruption. The success of this endeavour is reflected in growing support from the private sector. The following companies participate in the Global Corporations for Transparency International (GCTI) initiative and contribute €50,000 or more annually. TI gratefully acknowledges their support in 2007.

Anglo American, Ernst & Young, Exxon Mobil, General Electric, Merck & Co., Nexen Inc., Norsk Hydro, Procter & Gamble, SAP, Shell International, Tyco, Wal-Mart

TI also appreciates the generous contributions of Ernst & Young and SAP beyond their support within the GCTI initiative.

* The Ford Foundation made a US \$2 million donation to the TI Endowment Fund in 2007.

"We greatly appreciate and acknowledge the generous contributions of our donors. They share our vision and understand the long-term nature of our commitment to the fight against corruption. It is with their support that we can tackle the challenges ahead with effectiveness, and help create a world in which corruption is no longer an obstacle to development. Our heartfelt gratitude goes towards this support."

Huguette Labelle, TI Chair

OTHER PRIVATE SECTOR DONORS

FLUIR, KPMG, UBS

ORGANISATIONS PARTICIPATING IN THE BUSINESS PRINCIPLES FOR COUNTERING BRIBERY STEERING COMMITTEE IN 2007

Corporate members

BP plc, F&C Asset Management plc, General Electric, HSBC, Norsk Hydro ASA, Organización Corona S.A., Pfizer, PricewaterhouseCoopers, Rio Tinto plc, SAP, SGS, Royal Dutch Shell, Sika AG, Tata Sons Ltd.

Others

AccountAbility, The Conference Board, European Bank for Reconstruction and Development (EBRD), International Federation of Inspection Agencies, International Federation of Consulting Engineers, Social Accountability International, Trace International.

INDIVIDUALS AND OTHER DONORS

Transparency International is grateful for the generous contributions of: A. Armitage, William F. Biggs, The Carter Center, J. W. Christmas, Comunidad de Madrid, Connective Capital, Corporación Andina de Fomento (CAF), Hartmut Fischer, Future Forest, Gary Geoghegan, Arnesto Goncalves Segredo, Rolf Hellenbrand, Hungarian National Development Office, Hunter White Foundation, IFES, K-Pact Council, The Lee & Gund Foundation, Giovanna Longo, Middle East Partnership Initiative (MEPI), Nordiska Afrika Institut, Save the Children Fund, Judith Schultz, Seoul Metropolitan Government.

TI expresses its sincere gratitude to those who donated up to €1,000 in 2007 and to the many individuals and organisations that provided voluntary and pro bono services.

TI extends its gratitude to the law firm of Covington and Burling for its generosity in providing pro bono legal assistance throughout 2007.

MAKE A DONATION

The support TI receives from individuals is extremely valuable. If you would like to support the international anti-corruption movement, you may donate to TI by credit card or by bank transfer.

ONLINE

Donate to TI online using your VISA or Master Card. Please visit the secure online donations page at www.transparency.org/donate

BANK TRANSFER

If you would like to give to TI by making a bank transfer, please use the following account information:

For donations in Euro

Account No: 09 33 21 45 00

For donations in US-Dollar

Account-No: 09 33 21 45 00/ 400

For donations in British Pounds

Account-Nr.: 09 33 21 45 00/ 006

Account holder

Transparency International e. V.

Bank name: Dresdner Bank AG

Bank code: 100 800 00

SWIFT Code: DRES DE FF 100

IBAN: DE64 1008 0000 0933 2145 00

Bank address:

Pariser Platz 6, 10117 Berlin

Please note: When you donate to TI by bank transfer, we will not automatically receive your mailing address from your bank. Please send us your contact details via e-mail, fax or regular mail to enable us to acknowledge receipt of your donation.

To discuss alternative ways of supporting TI, such as donating stock, or to learn about the TI Endowment Fund, please contact:

Patrick Mahassen

Resources Director

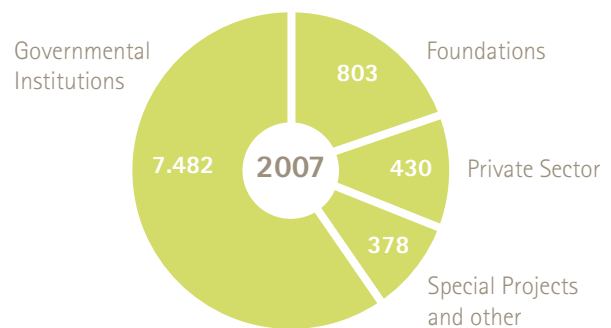
Telephone: +49 30 3438 2039

Email: pmahassen@transparency.org

Financial report

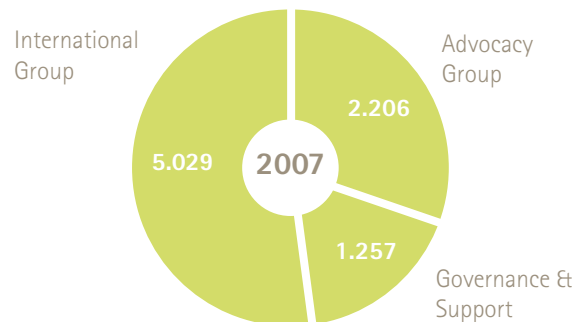
WHERE THE MONEY COMES FROM

Income TI secretariat	2007	2006	2005
Governmental Institutions	7.482	6.769	5.692
Foundations	803	586	512
Private Sector	430	554	523
Special Projects and other	378	255	341
Total Income	9.093	8.164	7.068



WHERE THE MONEY GOES

Expenditure TI secretariat	2007	2006	2005
International Group			
Global Programmes	1.816	1.062	782
Americas	725	704	516
Africa & Middle East	1.012	1.023	1.244
Asia & Pacific	686	962	621
Europe & Central Asia	790	1.126	814
	5.029	4.877	3.977
Advocacy Group			
Policy & Research	1.094	788	515
Communications	941	803	1.174
Special Projects and other	171	239	188
	2.206	1.830	1.877
Governance & Support	1.257	628	442
Total Expenditure	8.492	7.335	6.296
Utilisation of Network Reserve		-13	
Allocated to designated reserves	601	843	772
Total	9.093	8.164	7.068

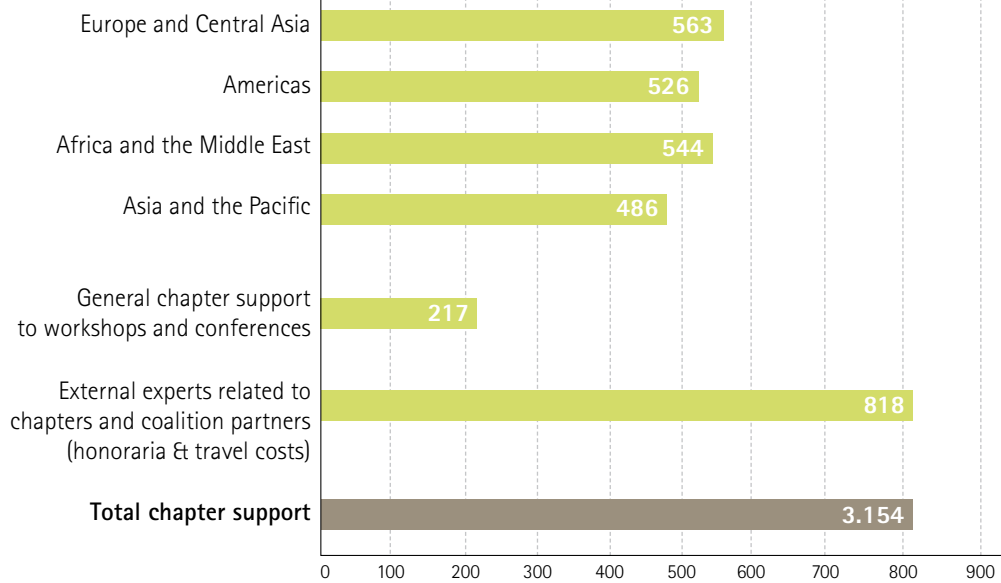


Figures on these pages in thousand (€)



THEREOF GOES TO

National chapters and coalition partners



Transparency International e.V. (TI) is a not-for-profit association registered in Berlin, Germany. In compliance with its charter, TI serves solely charitable purposes and is tax exempt. TI's audited accounts are available on the TI website. At the time of going to print the audited report was not publicly available yet.

Board of directors



Huguette Labelle
Chair
Canada

Huguette Labelle holds a PhD in Education. She served as Deputy Head of several Canadian government departments, including as President of the Canadian International Development Agency. She is Chancellor of the University of Ottawa and serves on the boards of several international organisations, including as Vice President of the International Union for Conservation of Nature, Board Member of the UN Global Compact, and Vice President of Canada's youth volunteer service programme Katimavik. She was Co-Chair of the National Advisory Committee for the World Urban Forum and of the Task Force on China's Environment and Development Review and Prospect. Ms Labelle was elected as TI's Chair in 2005.



Akere Muna
Vice Chair
Cameroon

Akere T. Muna is founder and former President of Transparency International Cameroon. A lawyer by training, he is President of the Pan African Lawyers Union and former President of the Cameroon Bar Association. He was a member of the National Ad-hoc Commission for the Fight against Corruption and serves on several national commissions on legal reform and curbing corruption. Actively involved in the TI working group that helped to draft the African Union Convention on Preventing and Combating Corruption, he authored a guide to the Convention. He was elected Vice Chair of TI's Board in 2005.



Sion Assidon
Morocco

Sion Assidon, a mathematician and economist by training and a businessman by profession, was Transparency Maroc's founding Secretary General and is currently a member of its National Council. Mr Assidon was imprisoned from 1972 to 1984 for campaigning against autocracy in Morocco. He is active in several civil society organisations in the Moroccan civil rights movement, including AMRASH, which works for sustainable development in villages of the Atlas mountains, and Espace Associatif, which promotes the work of civil society in Morocco. Mr Assidon was elected to TI's Board in 2005.



Nancy Boswell
United States

Nancy Boswell has been TI USA's Managing Director since 1994 and is now its President. A lawyer, she has practiced public international and trade law, promoted women's and civil rights and advised on international financial matters. She is on the board of PACT, a capacity-building civil society organisation, the International Senior Lawyers Project, which provides pro bono advisory services on human rights and democracy, and co-chair of an American Bar Association committee on corruption. She is a civil society advisor to the US State Department and the US Trade Representative. She was elected to TI's Board in 2003 and re-elected in 2006.



John Devitt
Ireland

John Devitt is founder and CEO of TI Ireland. A former press officer at the British Embassy in Dublin, he was also the first Irish member of its Public Diplomacy Committee. He has served as Trade Representative at the Irish Consulate in New Zealand and currently serves on the EU Steering Committee, NIS Advisory Committee and TI Sports Steering Committee. A graduate of the University of Limerick and the Public Relations Institute of Ireland, he is a member of the National Union of Journalists and Institute of European Affairs, and Research Associate at Trinity College Dublin. John Devitt was elected to the TI Board in October 2007.



Boris Divjak
Bosnia and Herzegovina

Boris Divjak is an economist by profession and holds a Masters degree in International Studies from the University of Reading. He joined TI in 2000 as founder and Chair of the Board of TI Bosnia and Herzegovina. He has researched and designed recommendations for legislation; worked on public procurement and aid-related corruption; trained government officials, civil society organisations and the media. He prepared and implemented surveys and polls, including monitoring and analysis. His work has been geographically centred in the Balkans. Mr Divjak is currently a Project Manager for the IFC in Azerbaijan. He was elected to the TI Board in 2005 and chairs the Membership Accreditation Committee.



Geo-Sung Kim
Korea (South)

Geo-Sung Kim was the founding Secretary General of TI Korea (South). He is an ordained pastor and holds degrees in theology and sociology. He participated in the democracy and human rights movements in Korea and was twice imprisoned for his activities. Reverend Kim has served in various civil society organisations, and in 2006 received a Moran Medal of the Order of Civil Merit from his government for his contributions to the anti-corruption movement. Reverend Kim was a commissioner of the Korea Independent Commission against Corruption between 2005 and 2008, and is Standing Executive Officer of the K-PACT council. He was first elected to TI's Board in 2004 and again in 2007.



Chong San Lee
Malaysia

Chong San Lee has served as Deputy President and President of Transparency International Malaysia. Prior to this, he worked as a tax analyst, and in 1988 was appointed Financial Controller of the Esso Companies in Malaysia. His many responsibilities in this role included overseeing the company's ethics and business practices, ensuring compliance with company policies and participating in the company's contracting practices. After retiring from ExxonMobil in 2001, he volunteered and worked in many projects organised by TI Malaysia. He was elected to TI's Board in 2005.



Devendra Raj Panday
Nepal

Dr Panday holds a Ph.D. in Public and International Affairs from the University of Pittsburgh, USA. He served as Permanent Secretary of the Finance Ministry of Nepal and resigned when it became known that public resources were being misused. He became involved with civil society organisations in Nepal and served as Finance Minister from 1990-1991. Afterwards, he helped to establish TI Nepal and served as its President and Board Member. He has co-authored and edited books and articles on development, democracy and governance. He has been imprisoned several times, most recently for nearly 100 days in 2006. He was elected to TI's Board in 2006.



Laura Puertas Meyer
Peru

Laura Puertas Meyer is an economist and journalist, and has dedicated herself to human rights, democracy and fighting corruption for the past twenty years. She is General News Director of America TV and Canal N, the leading Peruvian channels. She served from 2002 to 2005 as Executive Director of the TI chapter in Peru. She worked for The New York Times and El Pais and for various Peruvian media. In 1993, she co-founded IPYS (Instituto Prensa y Sociedad), to promote investigative journalism in the Andean Region. Laura Puertas Meyer was elected to TI's Board in 2005.



Frank Vogl
United States

Frank Vogl is a co-founder of TI, and served as Vice Chairman from 1993-2002. He is founder and Board Director of the Partnership for Transparency Fund, member of the Fellows Program of the Ethics Resource Centre, Trustee of the Committee for Economic Development, and International Council Member of the New Israel Fund. He was the World Bank's Information and Public Affairs Director and has worked as an international journalist, author and lecturer. He is President of Vogl Communications in Washington DC, and publisher of www.EthicsWorld.org. Mr Vogl was elected to TI's Board in 2005.



Gérard Zovighian
Lebanon

Gérard Zovighian is Vice Chair and founding member of the TI chapter in Lebanon. An auditor and Managing Partner of BDO Fiduciaire du Moyen Orient in Lebanon, he has worked as an auditor in Paris for Price Waterhouse and in London for BDO. He has had various professional roles, including as a member of the Lebanese Association of Certified Public Accountants, a lawyer of the Paris Bar, a Member of the Chambre Nationale des Conseillers Financiers, an advisor to the Beirut Chamber of Commerce and Industry, and advisor to the Board of the Order of Malta, as Knight of the Order. He was elected to TI's Board in 2005.

Advisory council, senior advisors, secretariat staff

ADVISORY COUNCIL

Peter Eigen

Chairman of the Advisory Council
Germany
Founder and former Chair of
Transparency International
Chair of EITI and member of the
African Progress Panel

Paul Batchelor

United Kingdom
Chairman of Crown Agents and
former Deputy Chair of Global Geographies,
PricewaterhouseCoopers

Peter Berry

United Kingdom
Former Chairman of Crown Agents

John Brademas

USA
President Emeritus of New York University

Jimmy Carter

USA
Former President

Ugo Draetta

Italy
Professor of International Law, Catholic
University of Milan, former Vice President of
General Electric Company

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Trial Court

Dieter Frisch

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at the European Commission

Goh Kun

Korea (South)
Former Prime Minister and former
Mayor of Seoul

Ekaterina Genieva

Russia
Director General of State Library for
Foreign Literature, Moscow

Fritz Heimann

USA
Founding Member of TI

Kamal Hossain

Bangladesh
Former Minister of Foreign Affairs

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