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# ASIA PACIFIC REGIONAL STRATEGY 2008 – 2012



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## GLOSSARY

### APD

Asia Pacific Department at Transparency International Secretariat (TI-S)

### Chairperson

Head of a chapter's Board of Directors

### Chapters

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

### ED

Executive Director

### Intervention

Any stand-alone advocacy activity, short-term project, long-range programme

### OCR

Official Chapter Representative

### REC

Regional Expertise Centre

### RPM

Regional Programme Meeting

### RD

Regional Director

### RPCs

Regional Programme Coordinators

### RGM

Regional Governance Meeting

### TIAP

Transparency International Asia Pacific. This includes all chapters, senior advisors and APD

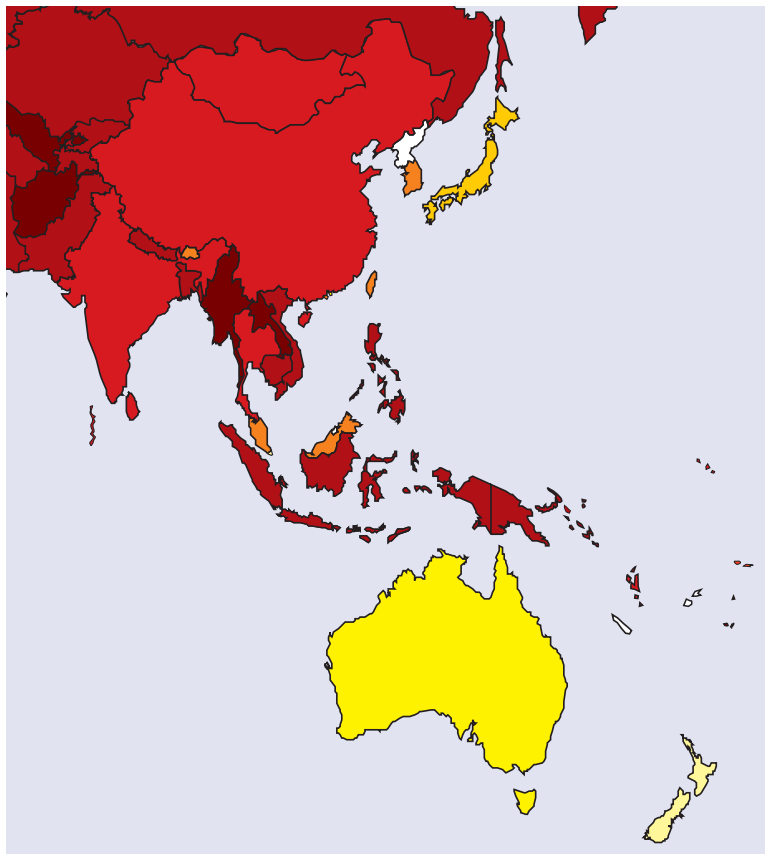
### CORRUPTION PERCEPTIONS INDEX IN ASIA PACIFIC

The annual *Corruption Perceptions Index (CPI)*, first released in 1995, is the best known of TI's tools. It ranks 180 countries by their perceived levels of corruption, as determined by expert assessments and opinion surveys.

For more information on the CPI please visit [www.transparency.org/policy\\_research/surveys\\_indices/cpi](http://www.transparency.org/policy_research/surveys_indices/cpi).

#### CPI 2007

9.0 - 10.0
8.0 - 8.9
7.0 - 7.9
6.0 - 6.9
5.0 - 5.9
4.0 - 4.9
3.0 - 3.9
2.0 - 2.9
1.0 - 1.9
no data



Any attempt to give an impression of corruption in Asia Pacific inevitably results in an appreciation of the immense diversity of the countries in the region. Ranging from some of the world's most populous to the world's smallest nations, the region consists of numerous subgroups, which reflect the entire world's economic, political and social spectrums.

Rapid economic growth in East and Southeast Asia, as well as in India, has profound governance implications, as does development in other Asia Pacific countries. The transition from planned to market economies and changes in political systems also pose governance challenges. National laws, institutions and practices have not developed as fast as economies, and are often poorly enforced, run, and monitored, resulting in a deficit in governance and providing a hotbed for the manipulation of public power for private gain.

State capture, excessive power of the executive, lack of public accountability, ineffective bureaucracy, collusion and other corrupt business practices remain common shortcomings for many countries in the region.

High-profile corruption scandals involving senior politicians, government executives and business people continue to undermine public trust in government, the benefits of democracy and the rule of law. Poor corporate governance and a lack of integrity, transparency and responsibility in business leadership continue to affect the reputation of the private sector, but also heavily stain the economic successes achieved by developed countries within and beyond their borders.

Recent examples of the military assuming political power through undemocratic means, on the grounds of poor governance and rampant corruption, reveal the political significance and complex nature of corruption in the region.

As made evident by the results of TI's 2007 *Corruption Perceptions Index*, the Asia Pacific context requires that the 20 TI chapters in Asia Pacific continue to fight corruption and promote values of integrity, transparency and accountability in both the public and the private sector.

Pascal Fabie  
Regional Director, Asia Pacific

## INTRODUCTION

Transparency International (TI), the global civil society organisation leading the fight against corruption, brings people together in a powerful worldwide coalition to help bring to an end the devastating impact of corruption on men, women and children around the world.

Since the early 1990s, TI has grown from a small group of eminent and driven individuals to a globally respected movement operating in more than 100 countries. TI is now an influential international NGO. Dedicated people at TI worldwide do great work fighting corruption, sometimes against all odds.

The work of TI has contributed to changing the way the private and public sectors interact. It has brought corruption to the forefront of political debates, onto the agenda of multinational corporations, and to the centre of leading international organisations' policies. By placing corruption under the spotlight, TI has revealed its most damaging effects and mobilised a global movement to counter it.

Combining grassroots work with political lobbying at the highest level, TI is a unique organisation. It challenges. It disturbs. It stands up. It criticises constructively and proposes solutions. Abiding by a set of important guiding principles, TI achieves results, sometimes in extremely difficult environments.

In the Asia Pacific region, TI's presence is called "TIAP" and consists of 20 chapter entities, some at different stages of accreditation within TI's membership accreditation system (see glossary). In addition, TIAP comprises two senior advisors (roaming the region and based in Australia and India), as well as four staff members and two interns who make up the Asia Pacific Department (APD) at the TI Secretariat in Berlin.

In the past few years, under different grant schemes, both the development agencies of Australia (AusAID) and New Zealand (NZAID) have specifically helped TIAP with its institutional development. The grants have enabled APD and TI New Zealand to play an important role in strengthening chapters' capacities in Asia and the Pacific, increasing the demand for good governance and building a stronger anti-corruption movement throughout the entire Asia Pacific region.

Since 2004, several national chapters have turned into highly professional civil society organisations (CSOs). Managing growing budgets and implementing multiple projects, some chapters employ numerous staff members, mobilise hundreds of volunteers, and have become prominent anti-corruption organisations in their respective countries.

However, corruption remains an endemic problem in the region and several chapters struggle to secure an adequate level of funding. This situation calls for broader and bolder actions to strengthen TIAP's capacities to fight corruption.

This Regional Strategy 2008-2012 (TIAP Strategy 2012) reflects the collective will of TIAP actors to establish a road map that will be used to strengthen our structure, processes, expertise and programmes.

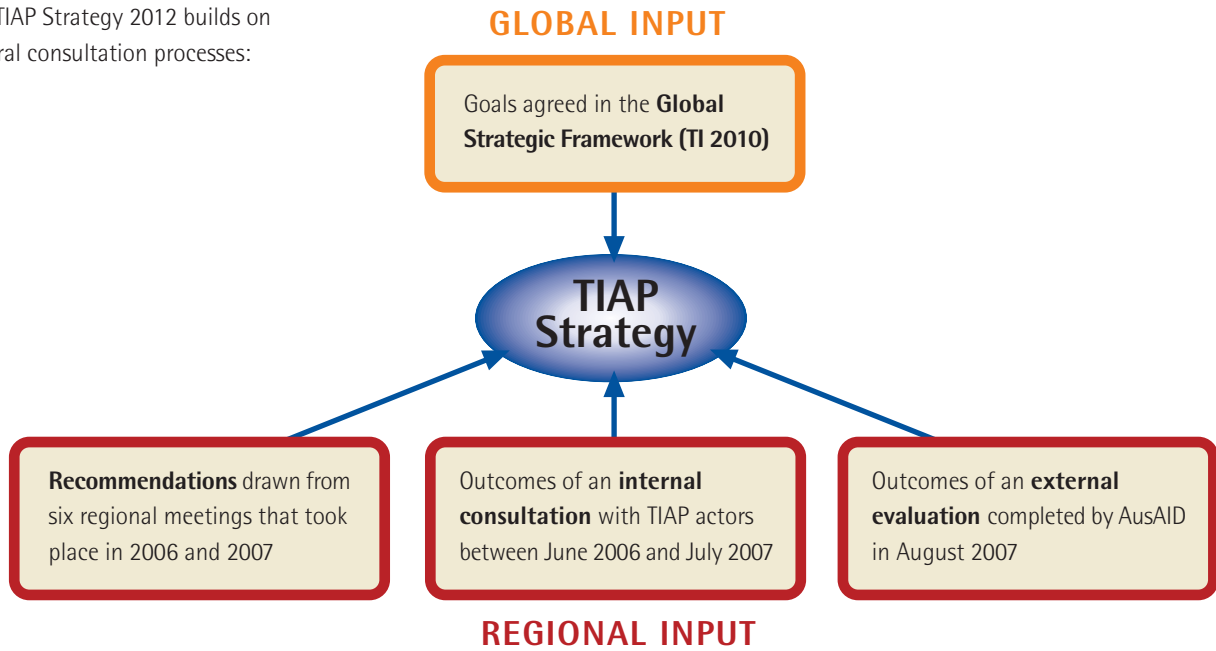
The TIAP Strategy 2012 is a common platform to integrate the work, guide the discussions, aid the decision-making, and manage the mutual expectations of actors in TIAP.



# STRATEGY DEVELOPMENT

## PROCESS

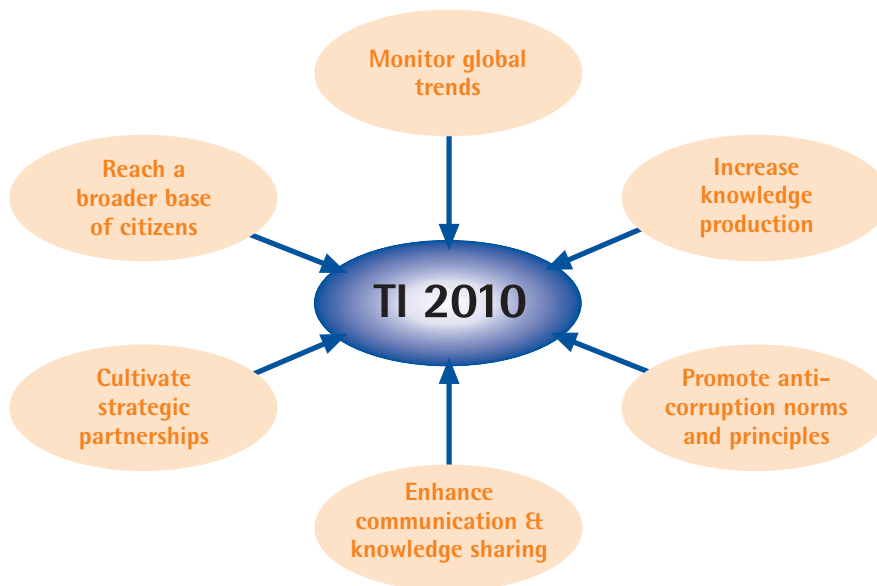
The TIAP Strategy 2012 builds on several consultation processes:



## GLOBAL INPUT

### TI 2010 GLOBAL STRATEGIC FRAMEWORK

The TI 2010 strategic review process conducted in 2007 defined new goals that established the way forward for the TI movement as a whole, while providing continuity with the previous strategy.



These goals reflect the challenges and opportunities posed by corruption around the world today, what needs to be accomplished in the fight against corruption in the coming years, as well as TI's role as the leading global NGO working in this field.

- Increase knowledge production.** TI will establish a high-standard knowledge base that can be used by national chapters and other stakeholders to diagnose and reduce corruption risks, and improve transparency, integrity and accountability in public and private sector governance. Sound, objective and professional analysis will back up TI's policy interventions. Increasingly, evidence-based TI tools will support change in policy-making processes with the aim of effectively reducing corruption.

- **Promote anti-corruption norms and principles.** TI will continue to call for public and private institutions to commit to anti-corruption best practices, and will work to improve the standards that guide global, regional and national institutions in their efforts to promote transparency and integrity systems.
- **Enhance dynamic communication and knowledge sharing.** TI will seek to strengthen communication linkages across the TI movement, in order to take advantage of our global outreach and local experience.
- **Cultivate strategic partnerships.** TI will establish strategic partnerships to maximise its anti-corruption approach in a whole array of public and private sector arenas. Pursuing strategic partners will help us to be better positioned to link anti-corruption to emerging issues on the development, environmental and security agendas.
- **Reach a broader base of citizens.** TI aims to improve social and economic conditions by reducing the way corruption and lack of transparency ruin lives and livelihoods. TI will explore new avenues to engage with new audiences that embrace its mission and broaden its supporter base.
- **Monitor global trends.** TI will monitor the wider political, social, economic and technological trends that create both obstacles and opportunities in maximising our effectiveness and maintaining our focus on reducing corruption around the world.

## REGIONAL INPUT

### STRENGTHS

The stewardship of the chapters in the region is in the hands of eminent and highly respected people in their countries. This provides the credibility and good reputation that chapters need in order to influence change, and has allowed them to lead coalitions and be heard by the highest levels of government.

The expertise of chapters, boards of directors and staff also contributes to TI's reputation and creates tangible opportunities for knowledge and skill sharing throughout the region.

The strengths of chapters in Bangladesh, Indonesia, Papua New Guinea and Korea (South) create opportunities for establishing powerful mechanisms for cross-chapter support.

The web of connections that has been established in the region offers a strong platform on which to further develop capacities within TIAP.

### CHALLENGES

The lack of resources and capacity has prevented TIAP from taking full advantage of its reputation and networks to engage strategically in regional advocacy work.

Similarly, financial limitations continue to restrict chapters in their project work, their day-to-day ability to monitor anti-corruption reforms, and their capacity to have greater influence on policy and practice in the region and the movement.

The restricted nature of the larger chapters' funding base has kept them stretched and entirely focused on the delivery of projects, allowing little time to take important measures to increase their sustainability and contribute to the overall development of TIAP beyond their national borders.

The multiple roles of APD hinder its ability to dedicate the necessary time to capacity and regional development. APD resources remain inadequate for assisting several chapters reach the critical stage where they can operate self-sufficiently or take the lead in driving anti-corruption processes in the region.

## DRIVERS OF IMPROVEMENT

TIAP will make some adjustments to the way it works. These adjustments range from transforming important working principles to making minor alterations to its approaches, processes and structures.

During the period 2008-2012 TIAP will:

- Consolidate its position in every country as the leading anti-corruption NGO and, in the process, improve its ability and credibility to raise adequate funds locally and globally.
- Take better advantage of synergies existing between chapters and – through stronger regional cooperation and support from TI-S – align its work plans with the strategy.
- Coordinate regional and national fundraising activities more effectively to increase the overall income of TIAP.
- Strengthen the capacity of strong chapters to support other chapters.
- Transform under-resourced, voluntary-based chapters into professionally run organisations, operating according to strategic plans implemented by a core team of competent, paid staff who manage local projects effectively.
- Work collaboratively at regional level on strategic priority areas and increase advocacy engagement in the region.
- Increase national and regional work on the UN Convention against Corruption.
- Adopt monitoring and evaluation systems to demonstrate the contribution of our work to the fight against corruption.
- Strengthen our expertise in the private sector and increase anti-corruption work on the supply side.



# REGIONAL STRATEGIC FRAMEWORK

## 2012 VISION

Working towards a world free of corruption, 23 fully accredited national chapters in Asia Pacific are the most prominent and effective anti-corruption NGOs in the region. Through a network of Regional Expertise Centres (RECs), TIAP propagates best practices developed through national and regional projects throughout the anti-corruption movement.

Acting collectively on important issues, the voices of TIAP sub-regional groups strengthen anti-corruption policies and reach out to new audiences throughout the region.

Strategically advocating for change, TIAP has reduced corrupt practices and behaviour in political financing, judicial systems and the forestry sector.

TIAP has set up its own regional team to review the effective implementation of the new monitoring mechanism of the UN Convention against Corruption.



Korean "Together Cleaner" KPACT campaign

## TIAP OVERALL GOAL

To reduce corruption in government, business and civil society and by doing so contribute to equitable sustainability and economic prosperity in the region.

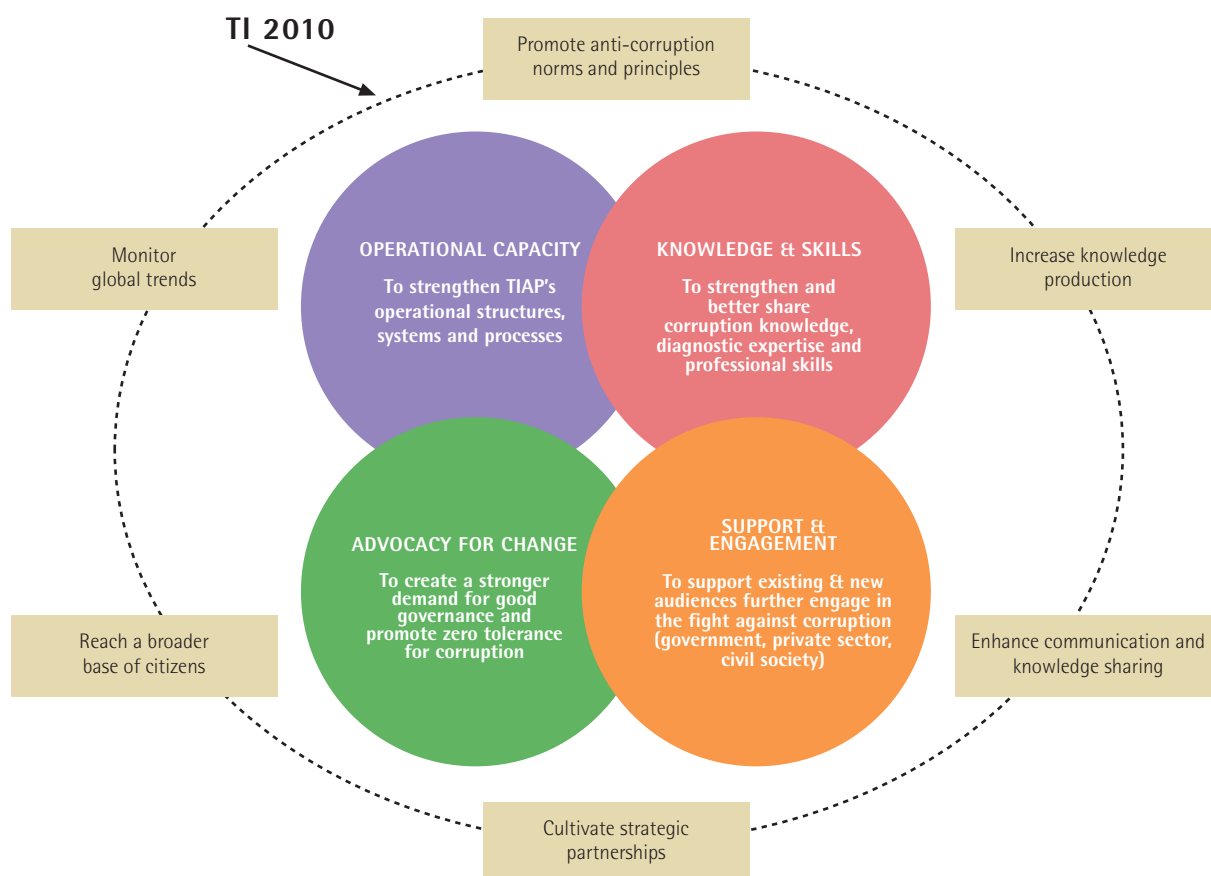
## PURPOSE OF THE TIAP STRATEGY 2012

To increase the effectiveness and credibility of the whole anti-corruption movement in Asia Pacific, and strengthen the contribution of result-oriented anti-corruption activities in the region.

## HIGH-LEVEL OBJECTIVES

Recognising the contextual diversity in which chapters operate and the varying stages of their organisational development, the TIAP Strategy 2012 seeks to improve the employment of resources and skills so as to strengthen existing chapters and hard-gained positions at both national and regional levels. This strategy of consolidation contains important outreach activities, encouraging the anti-corruption movement to develop beyond countries where TIAP has a local presence.

Considering and valuing this diversity, TIAP seeks to achieve four **high-level objectives** corresponding to four interrelated areas of work. As shown in the diagram (page 7), these four high-level objectives encapsulate the **six global strategic goals** agreed upon by the movement in the TI 2010 Global Strategic Framework.



## SPECIFIC OBJECTIVES

The following objectives – directly linked to the high-level objectives described above – detail more specifically the direction of TIAP's work at both national and regional level.

OPERATIONAL CAPACITY: To strengthen our operational structures, systems and processes			
Objective	Completion Timeframe	Beneficiaries	Responsibilities
1 All chapters meet the requirements of the revised membership accreditation policy.	Accreditation review cycle	All chapters	Leadership (chapters) Support (APD)
2 Chapters strengthen internal management and administrative structures, and implement sound financial control systems.	By 2008	Chapters in Australia, India, Japan, Philippines and Solomon Islands	Leadership (chapters)
3 Well resourced chapters begin leading institutional and/or thematic regional projects in cooperation with APD, adopting best international practice in project management.	By 2009	Chapters in Bangladesh, Indonesia, Korea (South), and New Zealand	Facilitation (APD)
4 TIAP increases its representation and contribution to TI international committees and takes a greater role in the formulation of TI global policies.	By 2009	All chapters	Facilitation (APD)

5 Chapters strengthen their outreach programme and networks.	By 2009	Chapters in Bangladesh, India, Indonesia, Nepal, New Zealand, Pakistan, Philippines, PNG, Solomon Islands, Korea (South), Taiwan and Vanuatu	Leadership (chapters)
6 Chapters have the structural, leadership and financial capacities to fulfil the core managerial, communication, financial and programmatic functions of a TI chapter.	By 2010	Chapters in Australia, China, Fiji, India, Japan, Maldives, New Zealand, Pakistan, Philippines and Solomon Islands	Leadership (chapters) Support (APD)
7 TI has fully accredited chapters in Cambodia, China, Maldives, Tonga, Taiwan and Vietnam and maintains its non-politically partisan position throughout the region.	By 2011	Contact groups and partners in Cambodia, China, Maldives, Taiwan, Tonga and Vietnam	Leadership (APD)

### KNOWLEDGE & SKILLS: To strengthen and improve the sharing of TI's corruption knowledge, diagnostic expertise and professional skills

Objective	Completion Timeframe	Beneficiaries	Responsibilities
8 Chapters have an in-depth understanding of TI-S tools and indices, and are better equipped to develop their own diagnostic tools.	By 2009	All chapters	Facilitation (APD) Technical Support (TI Policy & Research Dept.)
9 Chapters are better able to strategically use the media in all aspects of their advocacy work.	By 2009	All chapters	Leadership (chapters)
10 Chapters' fundraising capacities increase as they are more able to develop strategic advocacy campaigns and project proposals featuring clear log frames and monitoring & evaluation systems.	By 2010	Chapters in Australia, China, Fiji, India, Japan, Malaysia, Nepal, Pakistan, Philippines and Solomon Islands	Leadership (chapters) Support (APD)
11 Knowledge sharing and joint advocacy projects within TIAP increase.	By 2011	All chapters	Leadership (APD)
12 All chapters have a sound working knowledge of the following thematic areas: <ul style="list-style-type: none"> <li>• political finance</li> <li>• corporate governance</li> <li>• youth integrity and anti-corruption education</li> <li>• National Integrity Systems</li> <li>• national anti-corruption strategies</li> </ul>	By 2012	Relevant chapters	Leadership (APD) Technical Support (TI Americas Dept., Global Programmes Dept., Policy & Research Dept., expert chapters, external specialists)

**ADVOCACY FOR CHANGE: To create a stronger demand for good governance in targeted areas and promote zero tolerance for corruption in the region**

Objective	Completion Timeframe	Beneficiaries	Responsibilities
<b>13</b> Greater transparency in the judiciary and higher standards of integrity and accountability among judges and court personnel reduce bribery and undue influence in judicial systems.	By 2010	Judiciary stakeholders and Bangladesh, Malaysia and the Philippines	Leadership (chapters in Bangladesh, Malaysia and the Philippines)  Technical Support (Judiciary Advocacy Working Group and APD)
<b>14</b> Government implementation of the provisions of the UN Convention against Corruption in Asia Pacific is monitored by chapters and a regional progress report is produced every year.	By 2010	All anti-corruption stakeholders in Asia Pacific	Leadership (chapters)  Support (TI Global Programmes Dept.)  Facilitation (APD)
<b>15</b> Greater demand for transparency and accountability in political financing reduces the risks of money-driven politics and state capture.	By 2010	Relevant stakeholders in countries in Asia Pacific	Leadership (relevant chapters)  Facilitation (APD)
<b>16</b> Greater public oversight of political pledges increases the accountability of elected representatives and reduces the risk of corruption in public service delivery.	By 2010	Political accountability and anti-corruption stakeholders in Bangladesh, Nepal and Sri Lanka	Leadership (TI Bangladesh)  Facilitation (TI Poverty & Development Programme Manager)
<b>17</b> The effectiveness of National Integrity Systems is strengthened across Asia Pacific, supporting the enforcement of effective anti-corruption measures and legislation.	By 2011	NIS stakeholders across Asia Pacific	Leadership (APD and all chapters)  Leadership (chapters in Bangladesh, Fiji, Nepal, Pakistan, PNG, Solomon Islands and Vanuatu)

<p><b>18</b> Concerns and complaints from citizens about corruption are better addressed, whistleblowers are better supported, and informed public pressure is strengthened to fight corruption.</p>	<p>By 2012</p>	<p>Citizens and other relevant stakeholders in Bangladesh, Fiji, Nepal, Pakistan, PNG, Solomon Islands and Vanuatu</p>	<p>Leadership (chapters in Bangladesh, Fiji, Nepal, Pakistan, PNG, Solomon Islands and Vanuatu)</p> <p>Support (TI ALAC Manager and APD)</p>
<p><b>19</b> Better legislation, anti-corruption policies and business practices contribute to reducing corruption in the forestry and water sectors in Asia Pacific.</p>	<p>By 2012</p>	<p>Water sector stakeholders in Bangladesh, Maldives, Nepal, Pakistan and Sri Lanka</p> <p>Forestry sector stakeholders in Australia, Cambodia, China, Indonesia, Malaysia, Philippines, PNG, Solomon Islands and Taiwan</p>	<p>Water: Leadership (WIN and chapters in Bangladesh, Maldives, Nepal, Pakistan and Sri Lanka)</p> <p>Forests: Regional leadership (APD)</p> <p>Local leadership (relevant chapters)</p>

**SUPPORT & ENGAGEMENT: To support existing and new audiences (government, private sector and civil society) further engage in the fight against corruption**

Objective	Completion Timeframe	Beneficiaries	Responsibilities
<p><b>20</b> Sub-regional anti-corruption TI working groups and partnerships with regional institutions and leading NGOs continue to generate and maintain political will and support anti-corruption work more effectively.</p>	<p>By 2009</p>	<p>ASEAN chapters; ADB/OECD AC Initiative; Pacific chapters; Pacific Forum, etc.</p>	<p>Leadership (APD, chapters and senior advisors for Asia Pacific)</p>
<p><b>21</b> Investigative journalists are better informed and equipped to report more accurately on cases of corruption and the work of TI.</p>	<p>By 2010</p>	<p>Investigative journalists, media and news recipients in Asia Pacific</p>	<p>Leadership (chapters)</p> <p>Support (APD and senior advisor for Asia Pacific)</p>
<p><b>22</b> Heightened integrity and civic awareness, particularly among youth, translate into a lower tolerance of corruption and greater public participation in the anti-corruption movement.</p>	<p>By 2012</p>	<p>Civic anti-corruption stakeholders and youth in Malaysia, Nepal, New Zealand, PNG, Solomon Islands, Korea (South), Thailand and Vanuatu</p>	<p>Regional leadership (TI South Korea)</p> <p>Local leadership (chapters in Malaysia, New Zealand, PNG, Solomon Islands, Thailand and Vanuatu)</p>

## STRATEGY IMPLEMENTATION

### STRATEGY PROGRAMMES

Building on the successful experience of support provided to chapters through the ongoing APD **Institutional Support Programme** and the **Pacific Support Programme**, the cornerstone of TIAP's Integrated Strategy 2012 is the **Organisational Development Programme** (ODP). This three-year programme seeks to develop the operational capacity of TIAP actors and their strategic coalition partners necessary for successfully realising the objectives detailed in the strategy. The primary component of the ODP is an *Entrusted Operational Fund (EOF)*, the purpose of which is to develop chapters' structural, leadership and financial capacities to fulfil their core advocacy functions and maintain self-sufficiency; to protect chapters from unpredictable financial difficulties; and to support chapters' innovative and sensitive projects that are deemed too risky by donors. The second component is the development of a *Regional Training Programme (RTP)*. Through a range of specialised workshops the RTP will address chapters' training needs in the areas of: anti-corruption advocacy, good governance and management of not-for-profit organisations.

The **UN Convention against Corruption** (UNCAC) is the first global anti-corruption treaty. Comprehensive in nature, it covers such broad areas as corruption prevention and criminalisation, international cooperation, technical assistance, and the recovery of stolen assets. In order for the convention to succeed in its goals of eradicating corruption and promoting good governance and the rule of law, it requires sufficient ratification and vigilant enforcement. For its part, TIAP will intensify its lobbying and advocacy throughout the region to call for accession to and effective implementation and monitoring of the convention. Through **Regional Anti-Corruption Caucuses** TIAP will also increase its advocacy work on high-priority issues in regional inter-governmental institutions such as the Association of Southeast Asian Nations (ASEAN), the South Asian Association for Regional Cooperation (SAARC) and the Pacific Islands Forum (PIF).

It is difficult to overstate the negative impact of a corrupt judiciary: it erodes the ability of the international community to tackle transnational crime and terrorism; it diminishes trade, economic growth and human development; and most importantly, it denies citizens impartial settlement of disputes with neighbours or the authorities. Judicial systems debased by bribery undermine confidence in governance by facilitating corruption in all sectors of government. In so doing, judicial systems send the message to people that corruption is tolerated in their country. As part of the **Judicial Corruption Programme**, national chapters from South Asia and Southeast Asia will develop – with support from the TI-S Judiciary Advocacy Working Group – national projects in their respective countries to address judicial integrity. APD will also seek to establish a regional expertise centre on judicial corruption based in the Philippines.

Political finance, defined as the use of resources for funding party organisations and electoral campaigns, is both a blessing and a curse for democracy. On the one hand, resources allow parties and candidates to build solid political organisations. On the other hand, resources weaken democratic values as large donations can undermine elected officeholders' independence and tie them closely to special interests. The findings of TI's *Global Corruption Barometer* and other governance indicators highlight the perception in the Asia Pacific region that political parties are the institutions most affected by corruption. Involving all relevant chapters, the **Political Financing Programme** will seek to promote political finance transparency by replicating the CRINIS programme, which has been successfully employed by TI chapters in Latin America. The project works with parties, electoral authorities, corporate donors, voters and other key national and international stakeholders in this area to promote transparency in political financing. The CRINIS Index allows a comprehensive evaluation of the current situation in each country under review, comparisons between countries and the definition and sharing of best practices. The project recommends reforms based on a diagnosis of each country where CRINIS has been applied.

The media plays a key role in exposing corruption and raising general awareness of its detrimental effect upon society. However, accounts of corruption lack credibility if reporting is not insightful and meticulously accurate. To this end, TIAP has developed the **Investigative Journalism on Corruption Programme**. National chapters from all Asia Pacific sub-regions will establish fellowship programmes to further journalists' interest in and competence on corruption issues, and provide support for their work. In addition, National Corruption Investigative Journalism Awards will be launched with support from the TI-S Communications Department to recognise the role played by investigative journalists in reporting corruption, often at great danger to themselves.

The failure of political institutions to represent citizens and prevent corruption can result in poverty and conflict. For successive years, TI's *Global Corruption Barometer* and *National Integrity System* studies for South Asia have identified political institutions as being the most corrupt in public perception. The **Political Accountability and Equitable Development Programme** (led by TI Bangladesh and involving TI Nepal and TI Sri Lanka, with support from TI-S) will seek to increase the integrity of political and administrative processes by negotiating for citizen participation in the agreement and implementation of development promises – crucial for the fulfilment of socio-economic rights. The two-year programme will introduce 'Development Integrity Pacts' (DIPs) to facilitate dialogue

between citizens and political representatives. DIPs not only make citizen participation in decision making possible, they also commit the political representatives to delivering pro-poor development priorities on time.

Education is key to preventing corruption. By developing and advocating for an anti-corruption and integrity education programme, the **Youth Integrity Promotion Programme** (YIP) aims to promote integrity in young people and both enable and inspire them to fight corruption. In addition, as the general public awareness of corruption issues increases, so do expectations for accountability. Headed by TI Korea (South), YIP will involve chapters from Southeast Asia, South Asia and the Pacific. Surveys will be developed to measure anti-corruption knowledge among the young, the results of which will be used to encourage governments to incorporate anti-corruption and integrity modules into their respective national curricula. The three-year programme will include the development of integrity and anti-corruption learning materials, and the methodology for a standard survey measuring the perception of corruption and understanding of integrity among the young. A regional expertise centre for youth integrity and anti-corruption education will be created in Korea (South), along with 'integrity' summer camps throughout the region.

While water-related disasters and large public water projects frequently make media headlines, relatively little attention has been paid to the more significant issue of everyday water deliverance and its susceptibility to corruption. Over a period of one year, national chapters in South Asia, together with support from the Water Integrity Network (WIN), will undertake **Water Deliverance Integrity Studies** to identify risks/points of corruption and mismanagement in water deliverance. The study will also analyse the impact corruption in water deliverance has upon long-term development. Recommendations, based on the study's findings, will specifically address how all stakeholders can take steps to improve governance in water deliverance.

Studies show that although most countries have structures in place to prevent corruption, profound weaknesses persist, as do wide gaps between policy and practice. The concept of the *National Integrity System* – developed and promoted by TI as part of its holistic approach to countering corruption – provides a framework with which to assess both the extent and causes of corruption in a given national context and the adequacy and effectiveness of national anti-corruption efforts. Priority areas for anti-corruption reform can be identified through this process. The **Measuring Anti-Corruption Progress & Reforms in National Integrity Systems Programme** will mobilise new stakeholders to assess and benchmark the effectiveness of governments' anti-corruption work and reforms over a period of three years across the entire Asia Pacific region.

Deforestation has reached unprecedented levels in the Asia Pacific region. Research shows that where the perceived level of corruption is endemic, deforestation is widespread. Not only does corruption facilitate illegal forest activities, it also frustrates efforts to counter the problem. The **Forest Governance & Integrity Programme** aims to curb corruption in the illegal and unsustainable harvesting, production, conversion, export, import and procurement of timber and wood products from primary or natural forests. It will do this through a cross-sector range of activities that seek to promote greater transparency, accountability and integrity in the various constituencies involved with the forestry sector. The first phase of the programme will be implemented over three years and will involve chapters from Southeast Asia and the Pacific. By engaging with international and local organisations already working to promote forest governance, TIAP will seek to lead anti-corruption consultations for forest sector advocacy strategies. For this purpose, APD will establish national Forest Governance & Integrity Centres, with a regional centre based in Indonesia.

Advocacy & Legal Advice Centres (ALACs) have proven to be effective in empowering people in the fight against corruption. By providing citizens with information and legal advice, ALACs enable them to know their rights and pursue corruption-related complaints. By analysing the experiences of victims and witnesses of corruption the 'soft points' in the system that allow corruption to thrive can be identified. These insights provide the ALACs with clear and specific advocacy targets, meaning that the concerns of ordinary citizens can be translated into systemic change. Advocacy campaigns also create a virtuous circle, helping establish the profile and reputation of the ALACs which, in turn, encourages more citizens to take action against corruption. The **Citizen Participation through Advocacy & Legal Advice Centres Programme** will be led by APD and involve national chapters from South Asia and the Pacific. Lasting for an initial period of three years, the programme will seek to fully establish ALACs throughout the Asia Pacific region.

PHASING OF STRATEGY PROGRAMMES

	2008		2009		2010		2011		2012		
	1st Sem	2nd Sem	1st Sem	2nd Sem	1st Sem	2nd Sem	1st Sem	2nd Sem	1st Sem	2nd Sem	
<b>ORGANISATIONAL DEVELOPMENT</b>											
APD Institutional Support Programme (ISP 2009)											
Pacific Support Programme (PSP 2009)											
TIAP Organisational Development Programme (ODP)											
<b>ADVOCACY WORK</b>											
UN Convention against Corruption											
Regional Anti-Corruption Caucuses											
Judicial Corruption											
Political Financing											
Investigative Journalism on Corruption											
Political Accountability and Equitable Development											
Youth Integrity Promotion											
Water Deliverance Integrity											
Measuring Anti-Corruption Progress in NIS: South Asia / Pacific											
Measuring Anti-Corruption Progress in NIS: Southeast and East Asia											
Forest Governance & Integrity: Tranche 1											
Forest Governance & Integrity: Tranche 2											
Citizen Participation through Advocacy & Legal Advice Centres											

■ = organisational development   
 ■ = TI-S/APD-led projects   
 ■ = projects common to several chapters   
 ■ = chapter-led projects   
 Dotted = ongoing, currently

# TIAP CONTACT INFORMATION

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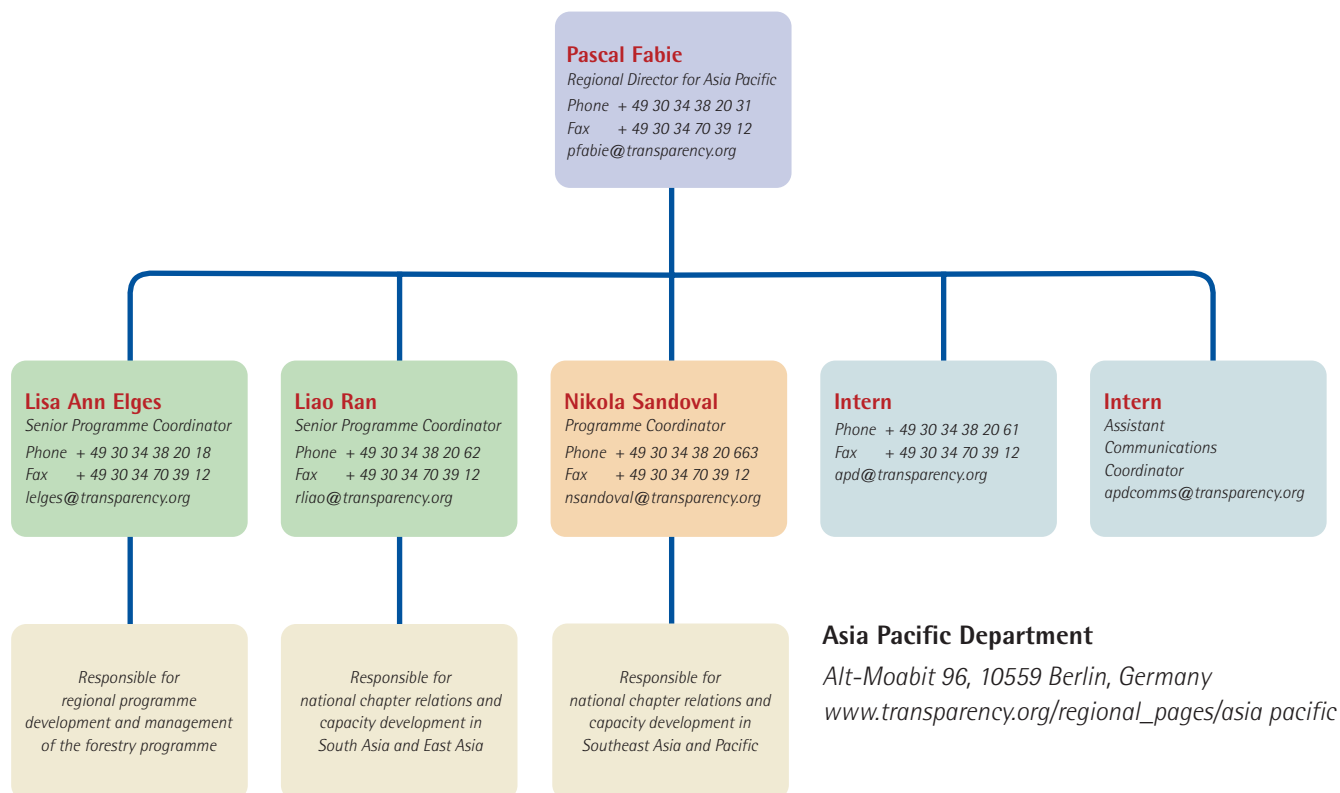
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