

IMPLEMENTATION PLAN 2015

TRANSPARENCY INTERNATIONAL SECRETARIAT

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, we raise awareness of the damaging effects of corruption and work with partners in government, business and civil society to develop and implement effective measures to tackle it.

We welcome your support in achieving Strategy 2015.

Please send your suggestions and questions to strategy2015@transparency.org

www.transparency.org

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FOREWORD



Cobus de Swardt
Managing Director
Transparency International Secretariat
July 2011

The ambitions of Transparency International's Strategy 2015 have significant implications for the work of the Transparency International Movement and the Secretariat's role within it over the next five years. It requires all of us to work ceaselessly to do our part in bringing the fight against corruption to scale.

“Looking ahead we know that corruption and its pernicious effects are resilient. We are nonetheless committed to working with a sense of urgency and purpose to ensure that concrete, tangible and irreversible gains are made by 2015” Strategy 2015

Charting a course for a five-year time frame also requires balancing a number of strategic considerations: how to best leverage our proven strengths, while fully taking advantage of new opportunities? How to provide predictability and set clear targets, while nurturing the agility, innovation and openness that are so critical for operating effectively in a fast-paced policy environment?

We have sought to answer these questions in the choices we have made. In particular, the Secretariat will focus its contribution to the implementation of our 2015 Strategy on:

- **Coordinating a small number of Key Programmes**
- **Providing a range of strategic Key Support Services to the Transparency International Movement.**

The Key Programmes will provide impetus and support in those areas where, collectively, we as a Movement have the potential to reap the largest gains from a big push in view of realising our vision of a world in which government, politics, business, civil society and the daily lives of people are free of corruption.

Our Key Support Services will focus on maximising the value of two of our Movement's most precious assets; namely, our global network of Chapters and Individual Members and our ever growing knowledge and experience as to what works in the fight against corruption.

In the broader context of the 2015 Strategy, the Secretariat is also committed to:

- **Contributing to a transformation of the Movement's ability to share knowledge and experiences, and to learn, innovate and act collectively in the fight against corruption**
- **Facilitating a substantial increase in the human and financial resources of our Chapters, so that they are able to be ever more effective in the fight against corruption**
- **Supporting the Movement in developing a critical mass of competence in those areas where a concerted push promises to produce the biggest impact.**

The Secretariat will report annually on its progress and performance (as assessed by Chapters, Individual Members and external stakeholders) on each of the seven Key Support Services and on progress on each of the six Key Programmes.

Over the last two decades the strategic pressure and participatory solutions of civil society have been key drivers of change against corruption by raising social awareness, building multi-stakeholder agreements and demanding public accountability. Over the next few years we will seek to do our part to accelerate this change for the social good on a world-wide scale. This will require many strategic and tactical operational choices, from the Movement as well as from the Secretariat. This Implementation Plan – which will be supplemented by annual Secretariat Work Plans – outlines the choices we have made and provides a road map for our work and approach at the Secretariat over the next five years.

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ABOUT THIS IMPLEMENTATION PLAN

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all of us to work ceaselessly
to do our part in
bringing the fight against
corruption to scale”**

Cobus de Swardt,
Managing Director,
Transparency International Secretariat

PURPOSE

Strategy 2015 (for the Movement as a whole) was endorsed unanimously at our Annual Membership Meeting in November 2010.

Based on this, the Transparency International Secretariat has developed a five-year Implementation Plan which outlines its contribution to realising Strategy 2015. This Implementation Plan has two purposes:

Firstly, it seeks to provide a clear direction for Secretariat priorities, resource allocation and management decisions until 2015.

Secondly, it aims to provide a clear framework against which the Secretariat can be held accountable by the Movement and external stakeholders.

The Implementation Plan has been developed through a five-month consultative process with the Movement and a number of outside experts. This process included the production and discussion of briefing notes covering each of the 16 Key Areas of Focus laid out in Strategy 2015, as well as several consultations on draft versions of the Plan with active input from Secretariat staff, Senior Advisors, Chapters and Individual Members. The Implementation Plan was approved by the International Board on 2 July 2011.

SCOPE

This Implementation Plan sets out the Secretariat's key contributions towards realising Strategy 2015, i.e. it is not an Implementation Plan for the Movement as a whole. Nevertheless, the Secretariat will be working closely with many parts of the Movement around many of the issues in this Implementation Plan, and the willingness and ability of the Movement to engage will be a critical determinant of success.

In order to retain a clear and coherent focus on the most important priorities, the Implementation Plan does not discuss every single activity that the Secretariat will undertake. While the Implementation Plan is until 2015, some activities will not start right at the beginning or continue for the entire five-year period. Furthermore, other initiatives started within, or before, this period will inevitably continue beyond this timeframe.

In addition to on-going monitoring based on annual Secretariat Work Plans and continued risk management, a mid-term review of the Implementation Plan will be undertaken in 2013. This review will focus on Secretariat progress in relation to its stated Outcomes and Outputs and may result in the Implementation Plan being updated. In 2014/5, a more ambitious review will be undertaken to assess the progress of the Movement as a whole in realising Strategy 2015 and our evolving impact in the fight against corruption. The precise design of this review will be tailored to our information, knowledge and learning needs for the next strategic planning cycle (i.e. post-2015).

STRUCTURE

Strategy 2015 was organised around six Strategic Priorities (People, Institutions, Laws, Values, Network and Impact) and 16 Key Areas of Focus (see Annex I). However, many of the Secretariat's activities cut across various Strategic Priorities and Key Areas of Focus. This Implementation Plan is therefore organised around Key Programmes and Key Support Services, rather than by the Movement's Strategic Priorities or Key Areas of Focus.

The structure of this Implementation Plan is as follows:

SECTION I explains how the Secretariat's Key Programmes and Key Support Services relate to the Strategic Priorities laid out in Strategy 2015

SECTIONS II and **III** describe in more detail the six Key Programmes and seven Key Support Services which are the core elements of the Implementation Plan

SECTIONS IV and **V** outline major management considerations and organisational implications of the Plan, resource requirements and prioritisation/ sequencing.

THE SECRETARIAT'S APPROACH TO STRATEGY 2015

This section highlights the key Secretariat Implementation Plan choices in relation to the six Strategic Priorities of the Movement's Strategy 2015.



STRATEGIC PRIORITY 1

Increased empowerment of people and partners across the world to take action against corruption

The primary contribution of the Secretariat to the Movement's work in this area will be the development and management of a comprehensive People Engagement Programme.

The Secretariat will also work to ensure that the complex issue of corruption is communicated in a much more accessible way, with an emphasis on supporting Chapters with their campaigning work, bringing in large new audiences to the transparency agenda and creating space for, and giving voice to, citizens.



STRATEGIC PRIORITY 2

Improved implementation of anti-corruption programmes in leading institutions, businesses and the international financial system

Work with public institutions will continue to be an important focus of the Movement's activities over the next five years. Central to this will be the development and management of the Public Sector Integrity Programme, as well as support towards facilitating horizontal learning, knowledge synthesis, and innovation among the members of the Movement. Support to thematic networking initiatives – involving both the Movement and external partners – and an Anti-corruption Solutions and Knowledge (ASK) Programme will also be important parts of work under this Strategic Priority.

In the Private Sector, expanding our work through a concerted push will advance our agenda and bring engagement with the business community to scale within the Movement. Central to this will be a Business Integrity Programme which will focus on increasing the capacity of the Movement to work effectively with business and engage in those financial integrity issues that are of major relevance to the fight against corruption.

**STRATEGIC PRIORITY 3**

More effective enforcement of laws and standards around the world and reduced impunity for corrupt acts

Anti-corruption conventions provide a key legal pillar for anti-corruption work. Furthering their enforcement will continue to be an important aspect of Transparency International's work at national, regional and global levels. As well as undertaking global advocacy, the Secretariat (with Individual Members and Senior Advisors) will seek to support Chapters and external partners to leverage conventions to further their national anti-corruption agendas.

The Secretariat will also support Chapters in their fight against impunity for anti-corruption offences by acting as a learning platform for approaches, tools, experiences and successes in promoting fair, impartial and corruption-free justice systems. Building strategic alliances with other organisations active in the area and identifying potential opportunities for collective action by the Movement and external partners, the Secretariat will take leadership for promoting the fight against impunity at the global level.

**STRATEGIC PRIORITY 4**

Higher levels of integrity demonstrated by organisations and people, especially youth and those in leadership positions around the world

The Secretariat will support the establishment of a Youth Network of Chapters, other Members of the Movement and external partners working on this issue. The extent to which the Network evolves from knowledge and experience sharing towards collective action will be determined by Network members. Youth will also be a key target group of the People Engagement Programme. Enhancing the integrity of leaders will be central to both our in the Public Sector Integrity Programme and of the Business Integrity Programme. In both cases, it is anticipated that youth will be an important driver in promoting transparency demands.

**STRATEGIC PRIORITY 5**

Strengthened ability to work together

The Secretariat will provide support to thematic networks (bringing together members of the Movement and others), especially where they engage a significant number of Chapters around common aims. In this context, the Anti-corruption Solutions and Knowledge (ASK) Programme will provide a demand-driven service to Chapters (and eventually to the anti-corruption community more broadly) for their anti-corruption knowledge needs. In addition, the Secretariat will continue to lead Transparency International's signature global research and knowledge tools and ensure that they remain state of the art and are fully utilised for diagnostic and advocacy work, both globally and nationally. Where feasible, the Secretariat will also seek to further the availability of tools, communications and knowledge sharing in languages other than English in order to reflect the diversity of the Movement.

**STRATEGIC PRIORITY 6**

Enhanced responsiveness, presence, performance and impact at all levels

The Institutional Network Strengthening Programme – tailor-made to the needs of Chapters at different levels of development and capacity – will be a central component of the Secretariat's work under this Strategic Priority.

Strong strategic Transparency International presence in emerging global and regional centres of influence will be central in all Programmes, as well as a priority in the on-going work of Regional Departments. The Secretariat will also explore – with the relevant Chapters – the opening of a small number of advocacy, communications and fundraising offices in key locations. A Rapid Response Unit will be formed to help the Movement communicate quickly and effectively on emerging news and policy agendas, as well as to provide support on security ('SAFE'), legal and reputational risks. Preventative risk management support will be provided in close collaboration with the Institutional and Network Support Programme.

KEY PROGRAMMES



Strengthening Programme. The sixth Key Programme, the Anti-corruption Solutions and Knowledge (ASK) Programme serves as a cross-cutting service layer that supports thematic work, as well as shared learning and organisational knowledge flows.

All Programmes have in common that a) they will require the involvement of most parts of the Secretariat and thus clear modalities for working effectively across departments, and b) that a strong effort in the respective area bears the potential to significantly advance Transparency International's impact and efficacy in the fight against corruption. As a result, each of these Programmes will represent a *collective push*, rather than a set of isolated projects.

This section describes the six Key Programmes that will provide a central focus for the work of the Transparency International Secretariat over the next five years.

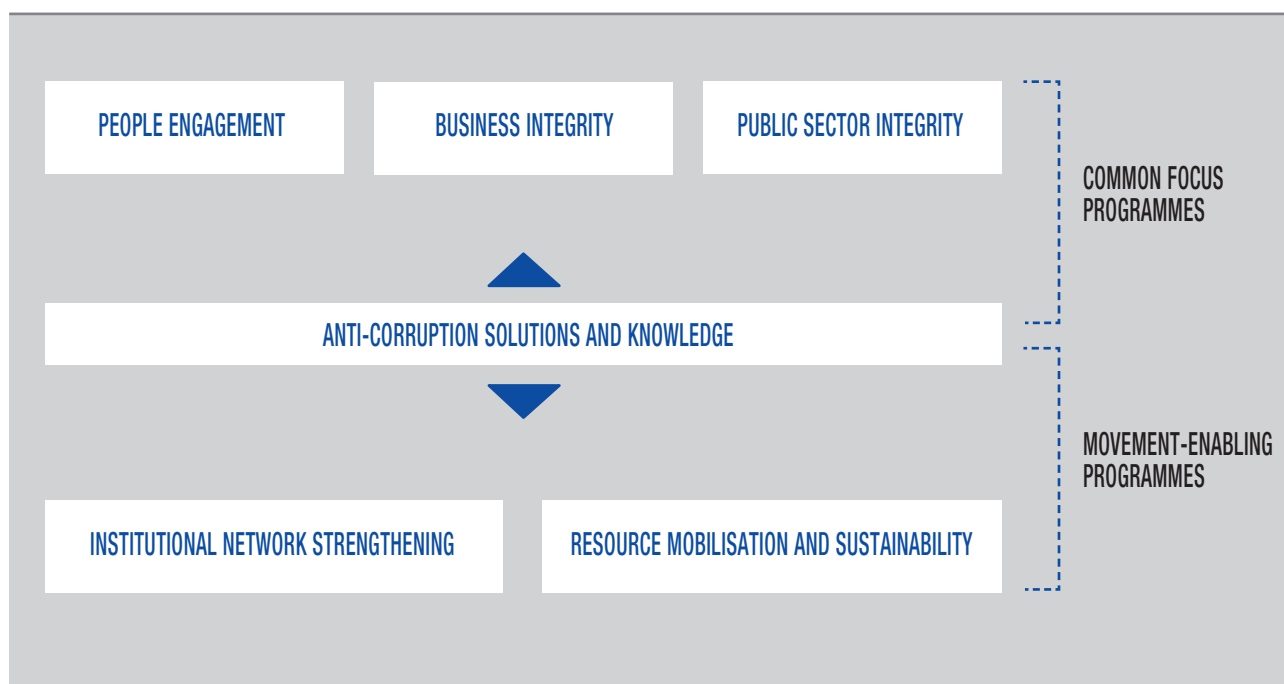
Three of these provide a common focus for our thematic work: the People Engagement Programme, the Business Integrity Programme and the Public Sector Integrity Programme.

Two other Key Programmes are aimed at enabling the Movement to function better around all anti-corruption issues. These are the Resource Mobilisation and Sustainability Programme and the Institutional Network

The detailed design of these Programmes – and their various sub-projects – will begin in 2011 (see Section 5 on Resources and Prioritisation/ Sequencing). Thus, the description of the Programmes in this section represents their overall direction and framework for further development.

The Secretariat will provide seed funding and resources for the detailed design of these Programmes, whereas their large-scale rollout will depend upon the extent to which additional resources can be acquired, with the People Engagement Programme and Institutional Network Strengthening Programme envisaged as being the largest.

KEY PROGRAMMES



PEOPLE ENGAGEMENT PROGRAMME

PROGRAMME RATIONALE

Significantly stepping up our engagement with people in the fight against corruption was identified as a key priority for the Movement in our Strategy 2015. While the actual engagement of and with people will occur at Chapter level, the Secretariat can add significant value to this area of work through building capacities for planning, execution and evaluation of campaigns to engage the public; facilitating learning from and linkages with other organisations who are further advanced in the area; unlocking synergies across the Movement; facilitating the flow of innovative ideas and experiences across regions; linking people's voices and issues into our global advocacy efforts; raising funds; and, ensuring that the support structures are in place for people's engagement to become a key component of the Movement's work.

LINK TO 2015 STRATEGIC PRIORITIES



The Programme is most directly linked to Strategic Priorities 1 (People) and 4 (Values) as it aims to support the

Movement in empowering people and partners for widespread public engagement and pressure, and promoting a culture of integrity. In particular, the Programme will ensure that the needs of women, youth and the marginalised are addressed, as well as their unique contribution to the fight against corruption is maximised.

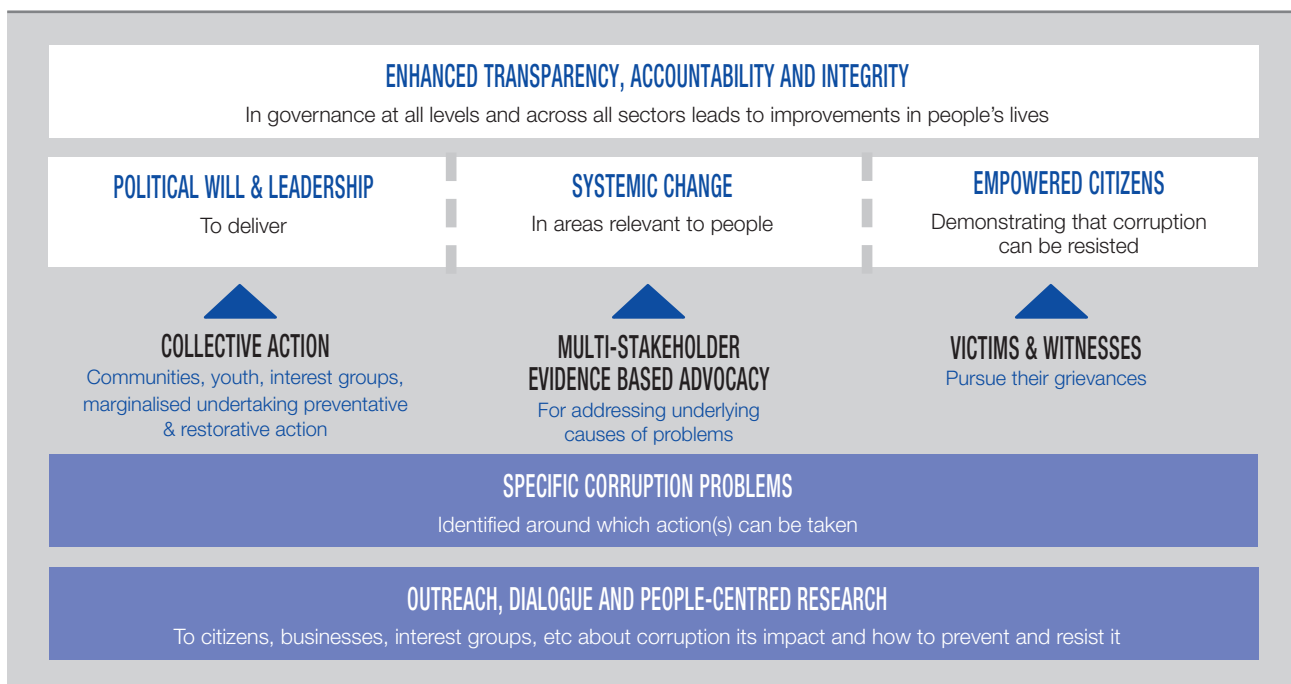


Reinforcing citizen demand for solid institutions, accountable political leadership and effective enforcement of laws and standards to reduce impunity for corrupt acts, the Programme will at the same time significantly contribute to the realisation of Strategic Priorities 2 (Institutions) and 3 (Laws).



Promoting horizontal learning across the Movement and exploring diverse opportunities for cooperation with external partners and stakeholders, the Programme will strengthen our ability to work together, and capacity for impact by increasing our local responsiveness, relevance and anti-corruption voice (Strategic Priorities 5 and 6).

PEOPLE ENGAGEMENT



INDICATIVE EXPECTED OUTCOMES ¹

- I. Proven approaches and innovations for engaging with the public (e.g. campaigning, use of social accountability tools, social media platforms and audiovisual media, engagement of journalists) are identified, adapted and used throughout the Movement
- II. Victims and witnesses of corruption – individuals, whistleblowers, communities, interest groups, businesses – articulate and find solutions to their grievances
- III. Public participation in and support for the work of Chapters is widespread and sustainable.

PROGRAMME DESCRIPTION

The programme is envisaged as having the following main components:

1. SUPPORTING INNOVATION AND ADAPTATION OF TOOLS AND APPROACHES

The Programme will support small cross-regional clusters of Chapters who have demonstrated real commitment and expertise in a particular area related to “engaging more people than ever before” to become trail-blazers around particular mechanisms and approaches (e.g. use of social media, social accountability tools, and innovative approaches to engaging people; working with volunteers; raising funds from the public). Clusters will be supported with seed grants and assisted to identify and access additional external expertise and organisations with greater experience in these areas. Horizontal learning and sharing of these tools and mechanisms throughout the Movement will be actively supported. The precise mechanism for identifying the clusters, topics and support mechanisms will be developed during the programme design phase.

2. EMPOWERING VICTIMS, WITNESSES AND WHISTLEBLOWERS OF CORRUPTION

The Programme will significantly upscale the Movement’s ability to reach out to individuals, communities, groups and companies and help them articulate and find solutions to their corruption-related concerns. The thematic areas of these concerns will differ significantly from people to people, community to community, country to country and region to region. Similarly, ways and channels for engagement as well as solutions will vary from context to context, and can make use of different mechanisms such as Advocacy and Legal Advice Centres, Development Pacts and engagement with investigative journalists. In response to a rising number of complaints being addressed to the Secretariat as Transparency International’s work becomes more known to the public globally, the Secretariat will need to develop the capacity to process and refer such complaints to Chapters more systematically, as well as to facilitate Chapter-to-Chapter cooperation on international cases. Movement-wide, Chapters will benefit from targeted assistance for rapid learning and show-casing of successful experiences. In this context, the Secretariat will work with Chapters to ensure that gender considerations and the needs of marginalised groups are explicitly addressed in their outreach and that the issues and concerns raised by people inform our global advocacy and future programming.

¹ These remain indicative of the directions of the Programme, with the actual Outcome Statements (against which progress will be measured) to be developed during the Programme Design Phase

3. COMMUNICATING EFFECTIVELY

Where required, the Secretariat will support the Movement on the planning, execution and evaluation of campaigns engaging the public in activities that promote transparency, accountability and integrity. Tools and messages will be designed to be innovative, compelling and engaging for different target audiences, including youth, with a focus on the use of social media where possible and appropriate. A succinct, clear and accessible statement of people-centred principles outlining what we, as Transparency International, stand-for (the 'People's Charter') will be developed – for decision by the Annual Membership Meeting – in close cooperation with the Movement to contribute to this effort.

4. MOBILISING SUPPORT FOR CHAPTER WORK

The Secretariat will work with interested Chapters to evaluate and plan how public outreach efforts can translate into greater funding from the public. Communications and fundraising products targeting citizens, as well as targeted outreach to other non-profit and private organisations, will help Chapters diversify away from reliance on traditional donors and thereby increase their local sustainability and independence. Secondly, recognising the value and inspiration that volunteers at all levels – be they Individual Members, Senior Advisors or new types of volunteers – can bring to the Movement, the Secretariat will support Chapters in mobilising networks of volunteers and in scaling up IT-supported approaches to volunteer management.

5. REACHING OUT TO NEW AUDIENCES

Seeking to build broad demand for anti-corruption as a cross-cutting issue, the Secretariat will increase its presence in relevant global debates and fora, with a particular emphasis on seeking to interact with new audiences, organisations and movements which have not been traditionally engaged in the transparency agenda. This will also entail making our work more relevant to people and their specific interests, identities and experiences in daily life. Support for a Youth Network will be closely related to this programme.

6. ENGAGING AT THE LOCAL GOVERNMENT LEVEL

Reaching out to people at all levels of society, the People Engagement Programme will play an important role in strengthening the Movement's work at the level of local government. Building on existing Chapter experience, e.g. in Latin America and Sub-Saharan Africa, the Programme will thus further enhance our responsiveness to local anti-corruption needs, and support the Movement in engaging government public officials at all levels (e.g. on issues such as basic service delivery).

7. TELLING THE STORY

To facilitate the Movement's exchange on expertise related to developing a people-centred approach, the Secretariat will support Chapters in documenting corruption from people's points of view, their experiences and the change that their work has made to the lives of the people with whom they have engaged. An essential element in this will be the development (and maintenance) of a global Advocacy and Legal Advice Centres database and other tools that will allow Chapters to systematically collect, analyse and use data about people's experiences with corruption. This will also require a much more sophisticated approach to using the full spectrum of available media formats and technologies, including audio-visual and social media, human interest stories, etc. Programme activities and successes will also be showcased to an international audience through the Secretariat's global communications and at international fora.

BUSINESS INTEGRITY PROGRAMME

PROGRAMME RATIONALE

Some businesses in industrialised and in a growing number of developing countries have begun to recognise and act upon the importance of corporate integrity, yet efforts to effectively track actual implementation and enforcement remain very limited. Furthermore, existing commitments are at risk of unravelling due to the entry of new players (emerging economic centres such as the BRICS) into the fray that are seemingly less committed to anti-corruption. Transparency International, with its global network and constructive approach to engaging the business community, is uniquely positioned to drive efforts to strengthen business integrity standards worldwide. Likewise, ongoing reforms of the global financial architecture still offer opportunities for advocacy, although the discussion has moved towards complex questions of policy design and is subject to heavy lobbying by the financial industry.

The Business Integrity Programme will seek to support Chapters in engaging the private sector on multiple levels and carrying out targeted advocacy to further promote the uptake and enforcement of corporate anti-corruption commitments. This will allow the entire Movement to more effectively seize private sector engagement opportunities and synergies that are as yet broadly untapped. This will provide the opportunity for new collective action initiatives and outside partnerships. In addition, a highly selective approach to identifying the most important anti-corruption issues in the context of the financial system reform agenda will ensure that Transparency International makes best use of this advocacy window.

LINK TO 2015 STRATEGIC PRIORITIES



The Programme will be essential in helping Transparency International engage more actively with the business community to foster transparency in international and national business practices, and – in recognition of the pivotal role played by the private sector – to widen commitment to fight corruption in all aspects of business and public life (Strategic Priorities 2 and 4 – Institutions and Values).



The Programme will equip people and partners with simple tools to demand business accountability, and to directly engage with responsible stakeholders where private sector corruption has a concrete impact on citizens' lives and the functioning of public institutions (Strategic Priority 1 – People).



The Programme will support the private sector in demanding effective enforcement of international anti-corruption conventions, and advocate for private sector compliance with relevant international laws and regulations (Strategic Priority 3 – Laws).



The Programme will make in-depth knowledge on the private sector available in support of innovative anti-corruption solutions, horizontal learning, and network strengthening. It will also contribute significantly to building strategic presence, with an emphasis on ensuring that major emerging economies (BRICS and beyond) are included where possible (Strategic Priorities 5 and 6 – Network and Impact).

INDICATIVE EXPECTED OUTCOMES²

- I. Increased Movement engagement on and with the private sector to monitor business commitments and integrity
- II. Increased anti-corruption demand and action within the business community (with a particular focus on emerging economies)
- III. Improved culture of integrity among current and future business leaders
- IV. Strengthened capacity in the Movement to seize emerging advocacy opportunities on strategic financial sector integrity issues.

² These remain indicative of the directions of the Programme, with the actual Outcome Statements (against which progress will be measured) to be developed during the Programme Design Phase.

PROGRAMME DESCRIPTION

The Business Integrity Programme will be designed around four major sets of activities:

1. ON-DEMAND CAPACITY DEVELOPMENT

Based on an initial Chapter needs and activity assessment, the Secretariat, Chapters, Individual Members and Senior Advisors with significant expertise in this area will offer targeted and on-demand support and training to help Chapters explore private sector engagement options and facilitate initial business contacts. Ongoing support to Chapters will promote horizontal learning and the design of potential collective action, providing tool guidance and facilitating tool adaptation as required.

2. ANTI-CORRUPTION ADOPTION, STANDARD SETTING AND LEADERSHIP INTEGRITY

The Secretariat will continue to lead systematic advocacy to strengthen global demand for corporate anti-corruption programmes and set corporate anti-corruption standards, expanding its work with institutionally and socially responsible investors, related public institutions, NGO partners and supply chain leaders. An additional focus on state-owned enterprises and BRIC countries and ongoing review of formats and customisation of related Transparency International tools will enable Transparency International to fit its message to new audiences. Building on this work stream, the Secretariat will also put additional emphasis on monitoring the actual implementation and enforcement of commitments to compliance and integrity. Promoting Movement-wide knowledge exchange on monitoring and assessment tools, the Secretariat will help refine existing assessment methodologies and support their adaptation to new countries and strategic business sectors. Assessment of key organisations will be explored where a concerted push for benchmarking and comparative assessment is timely. Advocacy will include efforts to integrate anti-corruption monitoring into human rights and corporate sustainability reporting, and guidance on effective approaches to leadership integrity.

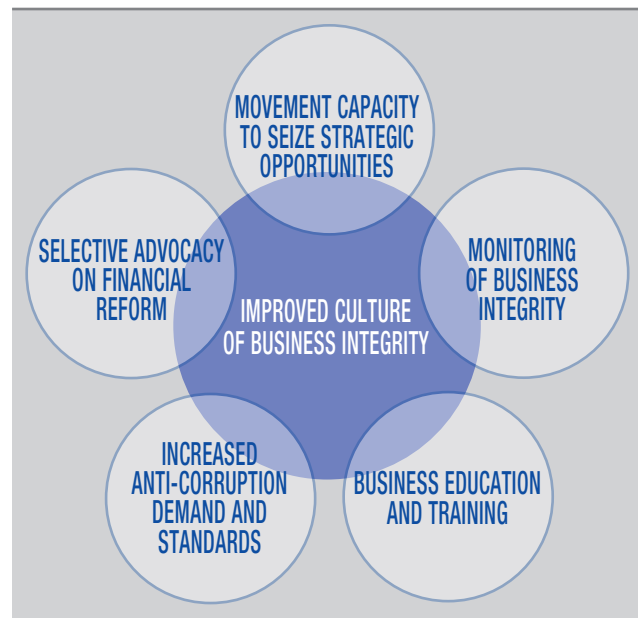
3. BUSINESS EDUCATION AND TRAINING

The Secretariat will review existing anti-corruption modules and initiatives for business school curricula and develop an engagement plan including the development of modules that can be used in professional training programmes. Collaboration with selected leading business schools and partnership with leading universities and/ or related collective associations that have begun to work on these issues will be central to these efforts.

4. ADVOCACY ON SELECTED FINANCIAL INTEGRITY ISSUES

The Secretariat will lead scoping research to identify strategic financial integrity issues with clear links to the fight against corruption (e.g. financial regulation, banking sector, tax havens) and where Transparency International has a niche to fill. A cross-Movement taskforce(s) will be established to drive Transparency International advocacy on these issues, in-sourcing technical issue expertise where required to ensure a visible and viable presence also at relevant policy fora.

BUSINESS INTEGRITY



PUBLIC SECTOR INTEGRITY PROGRAMME

PROGRAMME RATIONALE

Public sector and government integrity have always been, and will remain, a core domain of Transparency International's work. The Movement has accumulated an invaluable stock of expertise, experience and tools in this area. At the same time, Transparency International research studies such as the National Integrity System Country Assessments, Corruption Perceptions Index and Global Corruption Barometer have consistently shown that even greater efforts must go into strengthening public sector governance across the globe. In particular, efforts to advance the public sector integrity agenda must move from assessment and diagnosis to practical remedies and enforcement, be this at local, national or international level.

Using Transparency International's National Integrity System as a framework, the Public Sector Integrity Programme will focus on ensuring that relevant standards, tools and means for monitoring enforcement are readily and easily accessible for governments, civil society and business. This will enable all stakeholders to play their distinctive roles in ensuring that recommendations for action in key areas of public institution integrity are implemented. The Programme will also address the interface between the Public Sector and the Private Sector (including financial institutions).

LINK TO 2015 STRATEGIC PRIORITIES



The Programme will make a key contribution to Transparency International's work on Strategic Priorities 2 and 4 by proposing and acting upon solutions to key anti-corruption challenges faced by government and public institutions/ leadership at all levels; key elements in this effort will be for the Secretariat to serve as a global knowledge repository and to facilitate systematic learning and experience exchange across the Movement and beyond on relevant tools, approaches and actions (Strategic Priority 5).



The Programme will relate closely to Transparency International's work on international anti-corruption conventions to foster public sector integrity through greater accountability and transparency of governments on implementation and enforcement of anti-corruption laws and regulations (Strategic Priority 3).



In close cooperation with the People Engagement Programme, the Programme will contribute to broad citizen mobilisation for building public pressure, and to empower people and partners to take action against public sector corruption, including at the local government level (Strategic Priority 1).



By putting a strong focus on systematic learning and experience exchange, the Programme will further develop the responsiveness and impact of the Transparency International Movement as it seeks to influence leading public institutions and how they shape the way society responds to corruption (Strategic Priority 6).

EXPECTED OUTCOMES³

- I. A growing body of best practice standards is used for strengthening public sector transparency, integrity and accountability at all levels
- II. All actors in the fight against corruption (governments, private sector and civil society) have the tools available to ensure that they can hold public institutions to account
- III. Public sector integrity improves as a result of advocacy and campaigning efforts.

³ These remain indicative of the directions of the Programme, with the actual Outcome Statements (against which progress will be measured) to be developed during the Programme Design Phase.

PROGRAMME DESCRIPTION

Closely linking its efforts to other Key Programmes such as People Engagement, Business Integrity and Anti-corruption Solutions and Knowledge, the Secretariat is committed to focus its support within the framework of the Public Sector Integrity Programme on the following issues:

1. UNDERTAKING NATIONAL INTEGRITY SYSTEM COUNTRY ASSESSMENTS

The National Integrity System assessment approach provides a holistic framework to analyse the effectiveness of a given country's anti-corruption system and processes. While the assessment takes a holistic view, its major focus are public institutions (e.g. legislature, executive, judiciary, ombudsman offices, audit institutions). Therefore, it can serve as a systematic tool for identifying weaknesses in public sector governance and accountability. The Public Sector Integrity Programme will support Chapters to undertake and update assessments on a regular basis, including with advocacy and policy engagement based on the initial National Integrity System assessment.

2. FROM DIAGNOSIS TO SOLUTIONS IN THE PUBLIC SECTOR

As well as analysing the anti-corruption system within a country, the assessments provide concrete recommendations for action, and therefore a basis for advocacy and campaigning. The Programme will seek to expand the comprehensiveness and practicality of proposed recommendations for action through mapping existing standards, tools and best practice against the key public institutions identified as critically weak in assessments. Working closely with the ASK Programme, new solutions, standards, tools and approaches will be developed around key public sector integrity challenges to which a practical response has yet to be found. This good practice guidance – which can then be adapted at local level – will be available in an easy, accessible and action-oriented way (including use of audio-visual materials). It will also describe concrete means of engagement for the different actors who need to be involved in ensuring that solutions are implemented. Showing the role business and civil society can play around specific issues, rather than merely focussing on policy makers, legislatures and institutions, will in turn sustainably reinforce the public integrity system. Issues of priority for the Programme will be selected based on a comprehensive analysis of the commonalities and seriousness of systemic weaknesses in public integrity systems which have been identified in National Integrity System country assessments around the world.

3. EXPANDING INTEGRITY SYSTEMS

Using existing approaches and methodologies as a point of departure, the Programme will seek to adapt the core components of the National Integrity System framework for use at both local government level and for international institutions and international governance arrangements. Built around extensive dialogue with stakeholders, the integrity system approach will, in itself, lead to new coalitions for reform in these areas. Furthermore, the traditional approach is limited in its effectiveness in countries where the government is hostile to an anti-corruption reform agenda and to engaging with civil society on this. The Programme will explore alternative options and frameworks for how Chapters can advance public integrity in more hostile environments.

4. ANALYSING RESPONSES TO NEW ISSUES AND TRENDS

A number of approaches (such as e-government, electronic procurement, open data initiatives and new aid modalities) have already been developed in recent years to address specific public sector integrity challenges. To act as an effective point of reference for public sector integrity, Transparency International needs to deepen its understanding of such approaches e.g. by analysing how to adjust and improve them for use in other contexts and ensuring that they are included within the National Integrity System framework where appropriate. As part of this effort, the Public Sector Integrity Programme – in close cooperation with the Business Integrity Programme – will also support efforts to join up the supply and demand sides of corruption, and help to build our understanding of corruption risks in the growing number of hybrid arrangements where public and private elements mix (such as state-owned enterprises, public-private partnerships, sovereign wealth funds, etc.).

ANTI-CORRUPTION SOLUTIONS AND KNOWLEDGE PROGRAMME (ASK)

PROGRAMME RATIONALE

Transparency International's unique diversity of expertise and global breadth of experience and engagement are some of its most precious assets. Fully harnessing and nurturing this knowledge and experience and making it available inside the Movement and to the broader anti-corruption community in accessible and actionable ways is a significant challenge, yet could make a truly transformational contribution to the fight against corruption. Realising this contribution will require a new approach to knowledge capture and shared learning. It will be based on expanding efforts to measure corruption towards a demand-driven approach with a focus on what works in the fight against corruption. Learning from research and practice across the Transparency International network and from others working on issues of social change will require a range of new lateral linkages across the Movement and beyond.

LINK TO 2015 STRATEGIC PRIORITIES



The Programme will be available to service enquiries around

all Strategic Priorities 1-4 (People, Institutions, Laws and Values).



The Programme is central to the knowledge management approach outlined in Strategic Priority 5 (Networks).

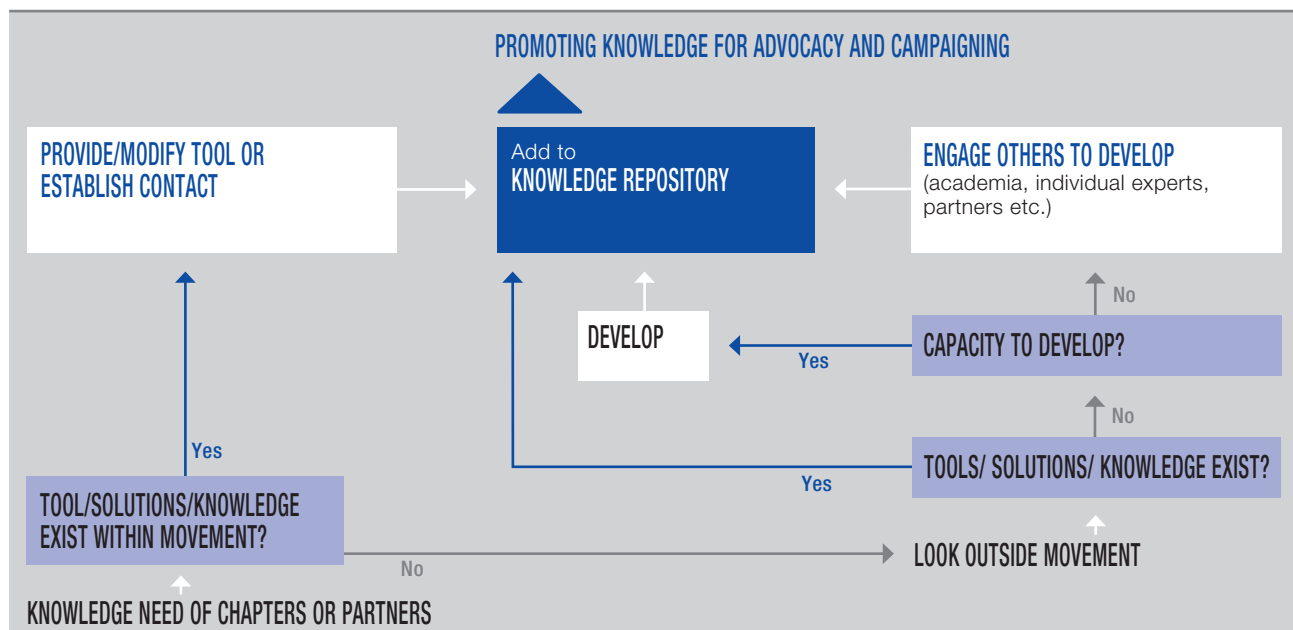


The Programme will be a key source of support to strengthen Network capacity and impact (Strategic Priority 6).

INDICATIVE EXPECTED OUTCOMES⁴

- I. Relevant and actionable knowledge on what works in the fight against corruption is accessed by the Movement and other stakeholders in a simple, accessible and timely manner
- II. The Secretariat knowledge base is used for planning, implementing and reviewing anti-corruption advocacy and campaign efforts
- III. Innovations from within and outside the Movement are identified, tested and scaled up.

ANTI-CORRUPTION SOLUTIONS AND KNOWLEDGE



⁴ These remain indicative of the directions of the programme, with the actual Outcome Statements (against which progress will be measured) to be developed during the Programme Design Phase.

PROGRAMME DESCRIPTION

Establishing a strong focus on understanding what works in fighting corruption, the Programme will consist of the following key elements:

1. ON-DEMAND RESEARCH AND KNOWLEDGE SERVICES TO CHAPTERS AND STAKEHOLDERS

Organised through a “one-stop-service”, the Secretariat will create and develop an internal help desk for Chapters, providing highly informative responses to concrete anti-corruption knowledge needs. Initially experimenting with different information formats to gauge demand and specific user needs, the service will provide different levels such as:

- Background research with guaranteed turnaround time
- Guidance on tools available for a particular issue; and/ or help in identifying gaps where new tools or solutions need to be developed
- Twinning with experts and research capabilities inside (Chapters, Individual Members and Senior Advisors) and outside of the Movement to provide required expertise and research support.

The ASK Programme will also seek to integrate a crowd-sourcing response system to queries, which includes members of the Movement (including all parts of the Secretariat) and external partners and bodies.

2. SYSTEMATIC LEARNING FROM RESEARCH AND PRACTICE

While the “user experience” for the research help desk will be simple, responding to requests will require significant scaling up and integration of current knowledge and learning mechanisms both within the Movement and with external researchers and organisations. The Programme will thus seek to systematically monitor, evaluate and learn from the implementation of Transparency International’s tools and interventions across the Movement, as well as pro-actively seek and integrate outside knowledge. Effective engagement with external researchers and organisations will be strengthened by explicit scaling-up and integrating the various initiatives currently undertaken, e.g. the Anti-Corruption Research Network, the Research on Tap initiative that harnesses student class projects at leading universities for Transparency International research needs and the Governance Assessment Tools Evaluation. It will also work particularly closely with the Public Sector Integrity Programme.

3. DEVELOPMENT OF KNOWLEDGE BASE ON WHAT WORKS IN THE FIGHT AGAINST CORRUPTION

This will occur organically, based on the piloting of new interventions, systematic learning from tools and requests serviced by the help desk (as each request will generate answers and solutions) rather than through a pre-determined “top-down” knowledge management programme. The growing body of knowledge about tools, solutions, what works will be documented in easily accessible, searchable form through an electronic database or library and will be available to a wide range of stakeholders in the anti-corruption community.

4. CROSS-MOVEMENT INCUBATION OF INNOVATIVE ANTI-CORRUPTION PILOT INTERVENTIONS

Based on the expanding knowledge base and actively seeking out new tools and approaches both within and outside of the Movement, the Programme will seek to pro-actively identify, promote and rapidly upscale innovations. This will be done through establishing a set of mechanisms (e.g. innovation grants) for Movement-wide idea incubation, rapid prototyping, testing and learning, as well as using existing fora to share innovation (e.g. regional meetings, Annual Membership Meeting and International Anti-Corruption Conference) and passing on knowledge and learning to other Key Programmes. It will also involve scanning other fields and advocacy communities for social innovations and trends that may offer inspiration for the anti-corruption movement.

5. PROMOTING KNOWLEDGE FOR ADVOCACY AND CAMPAIGNING


The ultimate purpose of the Programme is to inform the action of Chapters within their countries, as well as collective action of different parts of the Movement and outside partners. Therefore, the Programme will explicitly link with and become a resource base for common advocacy and campaigning efforts.

INSTITUTIONAL NETWORK STRENGTHENING PROGRAMME


PROGRAMME RATIONALE

Transparency International's greatest strength is its global network of almost 100 Chapters and Individual Members, coming together in an effort to stop corruption around the world but each at different levels of organizational development and activity. In the strategy process, the variable capacity of Chapters has been identified by the Movement as a key risk to its collective ability. Effectively responding to this challenge will be critical to the implementation of Strategy 2015, both in terms of impact and reputation of the Movement. The Strategy has therefore tasked the Secretariat with facilitating a global capacity strengthening approach that can provide targeted support to Chapters in line with their current stage of development.

LINK TO 2015 STRATEGIC PRIORITIES



The Programme will be central to a Movement-wide capacity development effort aimed at strengthening global responsiveness and to attain higher performance standards both at national and international level (Strategic Priorities 5 and 6).

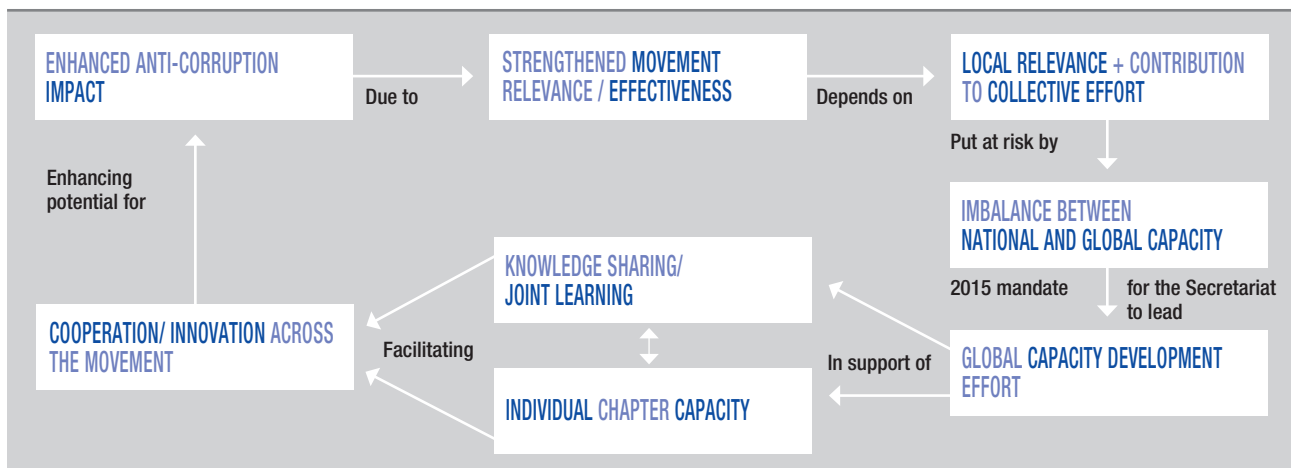


By strengthening both institutional and technical capacity of the Movement through targeted support from the Secretariat as well as horizontal learning and knowledge exchange, the Programme will directly contribute to the effective implementation of all other Strategy 2015 Strategic Priorities (Strategic Priorities 1, 2, 3 and 4).

INDICATIVE EXPECTED OUTCOMES⁵

- I. Strengthened Chapter capacity to work on national level issues and contribute – individually and collectively – to implementation of Strategy 2015, across all regions
- II. Improved Chapter leadership and structural, managerial, financial, technical and governance capacities to operate as well-functioning entities
- III. Improved recognition of Chapters, in public and expert opinion, as the “go to” anti-corruption organisation in their country
- IV. Effective management of reputational exposure of the Movement caused by inadequate governance and performance standards.

INSTITUTIONAL NETWORK STRENGTHENING



⁵ These remain indicative of the directions of the Programme, with the actual Outcome Statements (against which progress will be measured) to be developed during the Programme Design Phase.

PROGRAMME DESCRIPTION

1. CAPACITY DEVELOPMENT

Understanding capacity development as a long-term, continuous learning process, the Programme will help the Movement identify its capacity development needs and priorities. Capacity development will be driven by Chapters themselves as they are seeking to enhance their ability to engage in the most critical corruption issues at national and regional levels. The Secretariat will contribute to these efforts in a number of different ways: as provider of organisational and technical expertise; as facilitator encouraging capacity development through horizontal learning (Chapter-to-Chapter) and knowledge exchange; or as a resource coordinator identifying and bringing in the expertise of others.

Effective progress in strengthening the responsiveness and capacity of the Movement will require an approach that supports Chapters along groupings with coherent needs and abilities, while taking into account their individual capacity development and support priorities. Groupings may relate to current level of activities (limited and primarily short term; regular, repeated and structured; or multiple and systematically planned, following a multi-year strategy); common interests and areas of work, or a shared political or socio-economic context. Secretariat facilitated support will range from basic organisational development assistance to systematised and expanded training services that help Chapters access relevant knowledge and build their own research and action capacity. Where possible, the Secretariat will seek to make tools and support available in a growing number of key languages.

2. RISK MITIGATION

With the space for anti-corruption work becoming increasingly threatened in many countries, new risks are created for our Movement. Effective risk preparedness and mitigation are thus becoming more central to the ability of Chapters to operate effectively. To strengthen Movement capacity in this context, the Programme will help Chapters at risk raise their security awareness and planning, and build robust measures to ensure adequate security. By helping individual Chapters consolidate their structural and managerial capacities, the Programme will also make a substantial contribution to reducing reputation risk and exposure.

3. THEMATIC INTER-CHAPTER NETWORK STRENGTHENING

The Institutional Network Strengthening Programme will help identify, incubate and support the launch of new cross-cutting thematic networks (see Key Support Service 5) that are propelled by the interests of a critical mass of Chapters, cooperating with them from an early concept stage. Chapters participating in Secretariat coordinated multi-country programmes will be expected to already have developed a minimum level of organisational capacity to ensure high impact delivery.

4. STRATEGIC PRESENCE

Increasing Transparency International's presence in major world powers, preferably through our current Chapter model, or through alternative models of representation if required, will be a primary responsibility of all Regional Departments. This will also require strong management leadership and support. Seeking partnerships with existing civil society organisations with proven reputation and track record in countries of strategic relevance and regions where Transparency International is currently under-represented, the Programme may in some cases offer capacity development support also to such newly identified partners. Specific attention will be devoted to engaging the G8 + 5 countries.

5. PROGRAMME RESOURCE ALLOCATION

Chapter participation in the Programme would be subject to a set of agreed criteria including a) a Chapter's full compliance with Transparency International accreditation policy requirements, b) a strong commitment from the Chapter's governing body and executive team to address identified Capacity Development needs, and c) a Chapter Organisational Development Plan agreed by the Chapter's Board. Allocation of resources from the Programme will be governed by a clear and transparent set of guidelines.

RESOURCE MOBILISATION AND SUSTAINABILITY PROGRAMME

PROGRAMME RATIONALE

A step-change in the level, diversity and sustainability of resources available for anti-corruption efforts (of both Transparency International and others) is critical if our aspirations are to be realised and our issue is to be brought to scale. The Secretariat is uniquely positioned within the Movement to provide concerted leadership and coordination in this area. This will be done through the development and implementation of a Resource Mobilisation and Sustainability Programme. The Programme will involve a comprehensive and coordinated push by all parts of the Secretariat and all Chapters, Individual Members and Senior Advisors who are willing and able to participate, with the aim of more than doubling the resources available to the Movement's anti-corruption work by 2015, diversifying our funding base and exploring innovative ways to achieve sustainability and realise cost-savings for our activities.

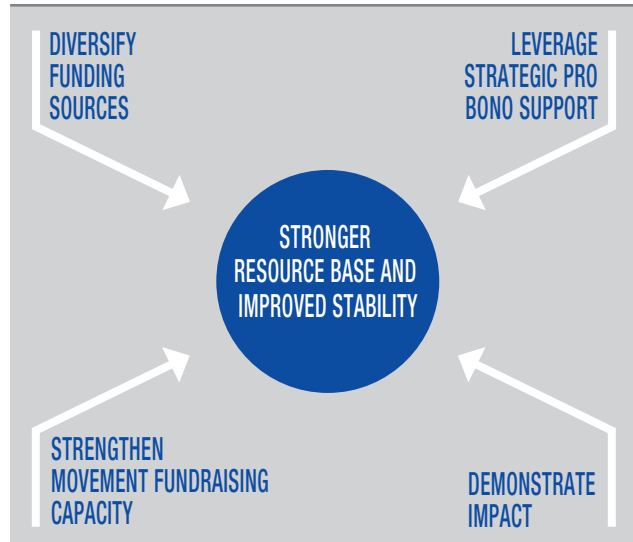
LINK TO 2015 STRATEGIC PRIORITIES



By strengthening Movement capacity to successfully raise funds – especially core/institutional funds for Chapters – from a wide variety of donors and other supporters

of the fight against corruption, as well as mobilising human capacity, the Programme will contribute to the implementation of all six Strategic Priorities.

RESOURCE MOBILISATION AND SUSTAINABILITY



INDICATIVE EXPECTED OUTCOMES⁶

- I. Strengthened Movement capacity to fundraise for core support, projects, programmes and initiatives
- II. Increased strategic pro bono and volunteer support for the Movement
- III. Funding for Movement more than doubled by 2015
- IV. Funding base diversified

⁶ These remain indicative of the directions of the programme, with the actual Outcome Statements (against which progress will be measured) to be developed during the Programme Design Phase.

PROGRAMME DESCRIPTION

The Programme will be designed around the following core elements:

1. DESIGNING AND IMPLEMENTING A GLOBAL FUNDRAISING STRATEGY

To help Transparency International raise the significant amount of resources required to successfully deliver on the ambition identified in Strategy 2015, the Secretariat will, in consultation with Chapters, Individual Members and Senior Advisors, develop a comprehensive and multi-year fundraising strategy. The strategy will build on existing experiences and successes from across the Movement, and analyse in depth the various funding options that are available to Transparency International (including potential risks), and the skills and investments required to successfully exploit these opportunities.

2. DEVELOPING CHAPTER CAPACITY

To enable Chapters to successfully raise funds for their own operations (especially core/ institutional resources), and any network initiatives in which they might be participating, developing Chapter fundraising capacity will be mainstreamed in close coordination with the Institutional Network Strengthening Programme. Training and tools will be provided either directly by the Secretariat in a joint effort cutting across different departments, or through consultancy and other external support. At the same time, the Secretariat will support Chapters in developing a range of fundraising business models and attractive options for individual and institutional donors (existing and new) to support the Movement's work.

3. DEMONSTRATING TRANSPARENCY INTERNATIONAL IMPACT

The Secretariat will assist Chapters in developing a range of targeted fundraising packages to strengthen their capacity to demonstrate and communicate the necessity and impact of their work in an effort to attract potential supporters and cultivate new donor relationships. The Secretariat will also seek to engage issue ambassadors (prominent public figures, sports/ popular culture personalities, famous writers, etc.) to help explain the Movement's work.

4. FUNDRAISING CAMPAIGN

Based on an analysis of markets, development of materials and approaches, the Programme will lead a concerted one-year fundraising campaign, including a public branding campaign, intensive dialogues with donors (traditional and non-traditional) to explain and promote Transparency International's work and the necessity of supporting it. The fundraising campaign – which might need to be repeated or continue for more than a year – will open up many opportunities which will need to be followed up more systematically over a long period of time by all parts of the Movement.

5. SECURING CONTINUED FUNDING FOR THEMATIC NETWORK INITIATIVES

Given the potential for impact of Chapter-led multi-country initiatives on specific themes or within a particular regional context, the Programme will, in addition to supporting individual Chapters, Individual Members or Senior Advisors in their fundraising efforts, place a particular focus on helping to mobilise resources for networks. While the Secretariat will provide seed funding for these efforts where possible, additional support from this Programme will help facilitate a move towards self-sustainability of networks.

6. ENABLING HUMAN RESOURCES AND SOURCING IN PRO BONO SUPPORT

Beyond financial resources, the implementation of Strategy 2015 will rely on the contribution of many groups of people, at the Chapter and national level as well as at the Secretariat and across the Movement. Technical expertise for the implementation of Chapter activities can also be available through the strategic pro bono support of Individual Members, Senior Advisors or from outside partners, e.g. within the academic sector. As part of the Resource Mobilisation and Sustainability Programme, the Secretariat will therefore establish an effective volunteer management system that will offer volunteers a range of engagement opportunities, while providing Chapters with a diverse pool of expertise and human resources. The Secretariat will also work with Chapters to encourage the sharing of approaches to volunteer management, ranging from methods of engaging them through to volunteer management software. Furthermore, through the Programme the Secretariat will explore global strategic partnerships with companies which can provide support throughout much of the world (e.g. audit companies, advertising agencies).

KEY SUPPORT SERVICES



1. GLOBAL COMMUNICATIONS, ADVOCACY AND CAMPAIGNING: TRANSLATING AWARENESS INTO BROAD-BASED ACTION

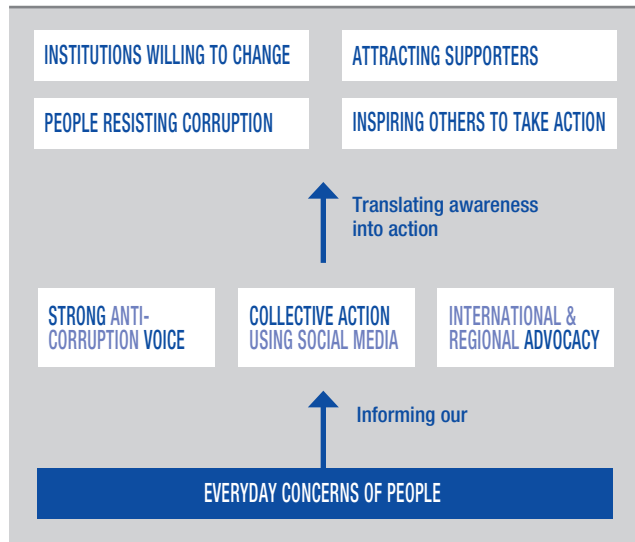
EXPECTED OUTCOME

“Transparency International is the leading global voice and critical change agent in the demand for world-wide transparency, integrity and accountability”

Transparency International's global communications and advocacy – alone and with others – have over the years made an important contribution to growing public awareness and a better understanding of corruption, as well as a deeper appreciation of the true scale and scope of the problem. Not only has much of our advocacy become ever more grounded in the everyday concerns of people, but we are increasingly demonstrating that people can resist corruption and that institutional change is possible, thereby translating awareness into action.

Scaling up our communication capacity to demonstrate impact and the real difference made by the Movement as a whole in the fight against corruption will make our work better understood, more inspirational to people ready to take action and more attractive to potential supporters. This work will focus on three key components:

GLOBAL COMMUNICATIONS, ADVOCACY & CAMPAIGNING



Strong anti-corruption voice: To ensure timely and authoritative response to emerging international events and issues (including high-profile individual cases already in the public domain), the Secretariat has to develop capacity to effectively anticipate questions from the media and other stakeholders versus merely reacting to them. This will include the establishment of a Secretariat based Rapid Response Unit tasked with coordinating and communicating on a quasi-daily basis – with support of a full-time legal counsel – Transparency International communication responses to issues arising on the international news and policy agendas. The unit will be supported by a global Transparency International communications network of selected Chapter representatives from all regions, receiving targeted communications training to increase Transparency International's visibility globally as well as in key regional and non-English speaking media. At the same time, the unit will coordinate our communication and help organise solidarity action – working with and learning from the human rights community – in support of members of the Movement and closely associated anti-corruption activists who are at risk as a result of their action (SAFE).

Collective action through use of social media: Rapidly evolving social media tools are transforming political advocacy, standards of transparency and prospects for collective action. Harnessing these new opportunities to become more issue-responsive, social media – also making extensive use of audiovisual media formats – will become a key tool in future Secretariat communications. Communicating with new audiences in “two way” conversations will help us engage more people than ever before, develop and communicate cutting-edge anti-corruption knowledge and make leadership integrity more transparent and accountable (e.g. through online disclosure and crowd sourcing tools). Finally, social and audiovisual media will help us also share experiences and innovation across the Movement and beyond.

Advocacy regarding international and regional institutions and processes that influence our issues and shape corruption-related policies: the Secretariat will, in close cooperation with the Movement and with external partners where appropriate, develop the structures to facilitate maximum access to these influential actors and mobilise larger audiences to join our related advocacy efforts. Working closely with concerned Chapters and building on the success of the Transparency International EU office in Brussels, the Secretariat will undertake scoping exercises to evaluate the potential, feasibility and cost-benefit of opening a limited number of advocacy and communication offices in key regional and international decision-making centres. This will help ensure a strong presence in those policy-making fora that are key to the global and regional governance agenda. Intergovernmental advocacy targets will include the G8 and G20 as well as key multilateral institutions, especially as this work is closely related to our engagement with the business sector and on international conventions.

2. CORRUPTION MEASUREMENT AND DIAGNOSIS: BUILDING ON SUCCESS

EXPECTED OUTCOME

“Transparency International research products providing compelling analysis for anti-corruption advocacy and learning”

Transparency International’s global signature tools – in particular the Corruption Perceptions Index, the Global Corruption Barometer, National Integrity System assessments and the Bribe Payers Index are among the most visible, referenced and used tools to measure corruption, guide advocacy and inform policy design. Building on these successes and the responsibility that comes with them, the Secretariat will ensure through close consultation with leading experts that the methods and approaches that underpin these tools continue to reflect the evolving state of the art in anti-corruption measurement and diagnosis. Where appropriate, the Secretariat will also explore the possibility of new indices if they can substantially help promote the anti-corruption agenda.

Exploring new ways of harvesting our multi-year evidence, as well as visualising and communicating findings in interactive, compelling ways will be a focus of our work to generate new insights. In line with the emphasis of Strategy 2015 on leveraging new partnerships and engaging people, we will reinforce our outreach to other researchers to foster learning on what works in tackling corruption, pooling resources and expertise in more joint initiatives, encouraging research that responds to concrete knowledge needs across the Movement and promoting further analysis of our data.

We will also explore the use of new technologies and techniques to capture and understand the corruption experience of people in more comprehensive, flexible ways. Finally, responding to the Strategy focus on monitoring enforcement of anti-corruption commitments and reducing impunity, we will further expand our toolbox and diagnostic efforts to monitor the effective implementation and enforcement of anti-corruption programmes in the public and business sector, building on our existing work. All these efforts will be further leveraged through the Anti-Corruption Solutions and Knowledge (ASK) Programme and Public Sector Integrity Programme, through which the Secretariat will make a substantial contribution to strengthening the demand-driven creation, adaptation and dissemination of leading anti-corruption knowledge, experience and expertise.

3. EMERGING POLICY ISSUES AND APPROACHES: IDENTIFYING AND SEIZING OPPORTUNITIES

EXPECTED OUTCOME

“Transparency International identifying and responding effectively to the most critical emerging corruption risks and policy issues”

Organisational agility allowing Transparency International to react to emerging global corruption risks and policy issues is a critical determinant for our continuing relevance and impact. Transparency International needs to be able to influence agendas and policy design around emerging global issues before powerful vested interests assert their dominance.

Interventions in the global policy debate will primarily draw on the knowledge and communications services at the Secretariat, as well as relevant issue experts throughout the Movement. Some new policy issues, such as climate change, are potentially transformative in scale and nature and may require more extensive exploratory activities to understand the implications for Transparency International's agenda, map related corruption risk and identify opportunities for engagement. To seize such opportunities, the Secretariat is committed to dedicate some of its research tools and project coordination services to explore the issue in more detail, position Transparency International in this new policy space, initiate relevant partnerships and help interested Chapters, Individual Members and Senior Advisors to start work in this area.

To help embrace and foster innovative responses and approaches to emerging policy issues, the Secretariat will actively scan the social innovation landscape for inspiring and relevant new approaches developed outside the anti-corruption community and feed them into the Movement.

Where appropriate as a response to emerging issues, a set of integrated mechanisms, including innovation and small-scale rapid piloting grants will be offered to help the Movement translate new ideas into workable tools and action, try them out under real world conditions and assess their potential for scaling up in a systematic manner.

4. ENFORCEMENT MONITORING: STRENGTHENING OUR FIGHT AGAINST IMPUNITY

EXPECTED OUTCOME

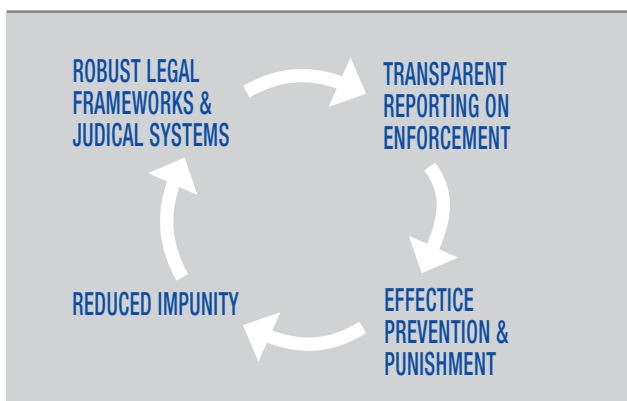
“Transparency International contributing significantly to effective global enforcement of anti-corruption measures and reduced impunity for corrupt acts”

International anti-corruption conventions remain an essential framework for Transparency International advocacy and tracking of public commitments and progress at national, regional and international levels. To ensure our global conventions work is relevant and concrete, our advocacy action in this area will be rooted firmly in country-level work. Our objective will be to ensure compliance and expand pressure (civil society, business and peer) on governments that are hostile to the anti-corruption reform agenda.

Linking closely to the Public Sector Integrity Programme, we will support Chapters in building local partnerships to monitor national anti-corruption progress and the enforcement of relevant Convention provisions, developing alliances with other global networks where appropriate. On technically complex issues, the Secretariat will increase its support for building the capacity of Chapters and allies through partnerships with Individual Members or Senior Advisors or with technical expert organisations. The Secretariat will continue to strengthen its working relationship with the UN Office on Drugs and Crime and the OECD, as well other intergovernmental stakeholders in support of national and international advocacy for more effective, open, transparent and professional review of governments' efforts in combating corruption. The Secretariat will equally seek to further strengthen and professionalise the UN Convention against Corruption Coalition, and closely coordinate its activities with the Business Integrity Programme in order to enlist the business community more strongly as a partner in the push for effective enforcement of conventions.

Justice Systems: Fair, impartial, robust and independent justice systems are central to efforts aimed at strengthening the fight against impunity for corruption through effective prevention and punishment frameworks. The integrity and accountability of justice systems, as well as the broader “impunity” agenda, are issues engaging a broad range of stakeholders. This provides Transparency International with a clear opportunity to strengthen its anti-corruption voice, demanding timely and robust investigation, prosecution and sanction of corruption cases and helping victims and witnesses of corruption access the justice system to make their voices heard.

STRENGTHENING LEGISLATIVE FRAMEWORKS



The Secretariat will seek to support the Movement in this area of work by acting as a learning platform for approaches, tools, experiences and successes in promoting fair, impartial and corruption-free justice systems. Supporting Chapters in developing effective multi-stakeholder dialogues, the Secretariat will also directly seek to build strategic alliances with international organisations and institutions with greater technical expertise in this area. This will help the Movement identify potential opportunities for collective action (both within the Movement, as well as with partners working on the issues) and build bridges between national-level work and existing international legal frameworks.

Strategic analysis of data gathered through different Secretariat coordinated research and action (including Advocacy and Legal Advice Centres) will contribute to underpinning such advocacy with a strong evidence base.

5. NETWORKS AND INITIATIVES: EXPANDING ANTI-CORRUPTION SOLUTIONS THROUGH COLLABORATION

EXPECTED OUTCOME

“Transparency International supported network initiatives functioning as a key channel for developing and scaling up innovative multi-stakeholder and anti-corruption solutions”

The diversity and global reach of our Movement is one of our greatest strengths. Activating horizontal, networked forms of working and learning together within and beyond the Movement will thus be central to expanding the agility and impact of our work around the world.

The Secretariat’s prime value-added in this context is to facilitate more structured cooperation to support Chapters, Individual Members and Senior Advisors, as well as external partners, as they seek to work increasingly across a broad spectrum of thematic and/ or regional networking initiatives. At one end of the spectrum, such efforts may be very loose, informal and primarily internal, e.g. online information exchanges. Network initiatives may evolve into Secretariat or Chapter led collective action, multi-country projects or other thematic and regional networks which also engage external partners (e.g. UN Convention against Corruption Coalition). At the other end of the spectrum, such initiatives may evolve into formal structures that become increasingly independent over time (e.g. the Water Integrity Network). The types and membership of such networks and initiatives will vary significantly and cannot be predicted at this stage. However, they will enhance – in all their forms – members’ abilities to pursue national level agendas while creating a sum that is bigger than its parts. They will also enhance the ability of large sections of Transparency International to contribute to multi-stakeholder initiatives (engaging with outside partners) around a variety of themes according to their priorities and expertise.

The Secretariat will contribute to these efforts by building effective online communication platforms; lending convening power where required; identifying strategic external partnerships and supporting the incubation, pilot testing and start-up of high potential networks through small and fixed-term seed grants. Where networks become more established and start representing the Movement on specific regional or thematic issues, the Secretariat will assess and help build the coordination capacity of Chapters leading such initiatives and help develop – in close cooperation with the Movement – effective governance arrangements and reporting mechanisms to ensure their accountability.

Already a significant number of Chapters, Individual Members and Senior Advisors are directly engaging youth in anti-corruption initiatives, working individually or in partnership with other stakeholders that affect the young (e.g. through the education sector, youth organisations, sports or religious structures). The Secretariat will provide dedicated support to an emerging global Youth Network by coordinating the collection, analysis, and sharing of work undertaken on values and youth integrity by Chapters and by other organisations. Reviewing existing research methodologies and tools developed by the Movement will be central to Secretariat efforts of helping Chapters analyse young people's views and perspectives on integrity. Support will be provided to Chapters in developing targeted communication messages and tools that can enable Transparency International to speak to the youth in a language that they understand. At the same time, the Secretariat will also be able to take the work of the Movement to the international level by building and strengthening partnerships with global youth groups and organisations.

6. GOVERNANCE: LEADING BY EXAMPLE

EXPECTED OUTCOME

“Transparency International’s internal accountability, integrity and governance standards are demonstrating best practice for civil society and beyond”

The Secretariat provides support, co-ordination and advice to the global Movement and its growing number of Chapters as one of its Key Support Services. This includes coordinating Transparency International's global governance structure and mechanisms to ensure transparent decision making and mutual accountability among the different parts of the Movement. Responsibility for Secretariat coordination of ongoing Governance work lies with a dedicated Governance Unit under the leadership of the Deputy Managing Director.

Movement governance: At the global level, the credibility and effectiveness of the Movement is dependent on maintaining a reputation for independence and integrity. No action taken by an individual Chapter or Member must prejudice the interests of the Movement as a whole. In this context, the Strategy 2015 allocates to the Board the responsibility for ensuring even more robust governance and management systems throughout the Movement. A key role of the Secretariat will be supporting the Board in this endeavour; in particular by facilitating a review of Transparency International membership accreditation to ensure it adequately reflects the requirements for strengthened governance and management standards.

Governance of Chapters and networks: At Chapter level, the Institutional Network Strengthening Programme will make a substantial contribution to the Movement's governance capacity by helping individual Chapters consolidate their structural and managerial capacities. Within this context, the Secretariat will work with the Membership Accreditation Committee to improve clarity as to the synergies and differences between the membership accreditation process and capacity development. Where the traditional Chapter model might not be appropriate, the Secretariat will support local partners in developing alternative management and governance models. Strengthening Transparency International's ability to work and learn together more effectively through global knowledge exchange and horizontal learning, the Secretariat will also assist thematic networks and other independent initiatives to develop appropriate governance and periodic reporting mechanisms to ensure accountability to the Movement.

7. MONITORING, EVALUATION AND LEARNING: DEMONSTRATING RESULTS, IMPROVING PERFORMANCE AND IMPACT

EXPECTED OUTCOME

“Transparency International’s results are being accurately demonstrated and learning consolidated in order to improve organisational performance and anti-corruption impact”

The Secretariat will invest in scaling up its Monitoring, Evaluation and Learning work around Key Programmes and Key Support Services to both improve our accountability through demonstration of results, as well as to deepen and consolidate learning and reflections on our work. Our efforts will focus on both Movement-wide and the Secretariat Monitoring, Evaluation and Learning.

Movement-wide: The Secretariat will create an enabling framework in which information on progress, goal achievement and what works in the fight against corruption is collected, shared and discussed throughout the Movement, allowing deeper and richer analysis for enhanced planning and performance. In particular, the Secretariat will develop and maintain services that will enable all Monitoring, Evaluation and Learning information to be readily accessed on demand. It will also continue its efforts to use Monitoring, Evaluation and Learning information to attract the support of institutional donors and funders, thereby improving the resources available to the Movement.

To be developed in the second half of 2011 and rolled out gradually, this basic framework will enable different parts of the Movement to capture change at different levels – both positive and negative – communicate these changes, and analyse contributing factors. The Secretariat will facilitate the design of the framework to enable shared Monitoring, Evaluation and Learning methodologies and approaches, whilst at the same time supporting the distinct Monitoring, Evaluation and Learning approaches of individual Chapters. The Secretariat will also support individual Chapters by providing targeted capacity building on Monitoring, Evaluation and Learning issues.

Secretariat: The Secretariat Implementation Plan Monitoring, Evaluation and Learning system is designed to provide information and analysis in a range of different areas, including both Key Programmes and Key Support Services.⁷ The system will cover externally focused work aiming to contribute to deep and sustainable change in policies and key institutions, and to improve public understanding of, and mobilisation against, corruption. It will also cover Secretariat support to the capacity of the Movement and its members. Key elements will be an annual network performance survey, clear guidelines, data collection and reporting tools and indicators, central coordination of external evaluations and training of Secretariat staff.

Ultimately, the system aims to provide a deeper and richer analysis of the real change occurring in the lives of people resulting from anti-corruption work, with an emphasis on learning from Chapters. Designed to assess progress towards expected results, measurable targets and implementation time frames, it will also enable the Secretariat to constantly assess changes that are less easy to predict or that emerge over the course of the Implementation Plan. Responsibility for the implementation of both components, and for development and coordination of data collection systems and learning mechanisms will lie with a Secretariat based Monitoring, Evaluation and Learning Coordinator.

⁷ For more information on the Monitoring, Evaluation and Learning system, including Key Support Services high level outcomes and indicators for the life of this Implementation Plan, see Annex III.

MANAGEMENT CONSIDERATIONS

4

SENIOR MANAGEMENT LEADERSHIP AND OVERSIGHT

The Management Group will have the overall responsibility for providing leadership within the Secretariat for delivery on the commitments within the Implementation Plan. This will be grounded in the Management Group's vision statement:

Our work is grounded in the vision of the Strategy 2015. We are driven by a strong commitment to service the Movement and its needs, and by a quest to take our anti-corruption efforts to scale. We seek to foster highly innovative anti-corruption solutions and to continue to lead an international secretariat that adheres to the highest of professional standards. We aspire to work with humility as a responsible and integrated team that embodies the core values of Transparency International and its people, and always to act in the best interests of the organisation.

The Management Group will focus on ensuring that the commitments within the Implementation Plan are delivered upon and prioritised throughout the Secretariat, while maintaining the necessary degree of flexibility to adapt and evolve. This will be particularly important as, inevitably, new opportunities will emerge, situations will change and some initial assumptions will prove to be wrong over the next five years.

This will require that the Management Group ensures that:

- There is continuous and clear communication to and dialogue with staff to ensure that everyone understands their roles in, and clear contribution to, delivering the Implementation Plan
- Collaboration across Key Programmes, Key Support Services and the involved Secretariat Departments is highly effective, since many activities are of cross-cutting nature and require close coordination for maximum integration
- Available resources are allocated by Management in a way that maximises their effective use towards the objectives and commitments set out in this Implementation Plan
- Monitoring and evaluation of progress on the Implementation Plan is regular, as well as communication on this to the International Board of Transparency International, the broader Movement and externally
- Risks associated with implementation are continuously monitored and managed
- The Implementation Plan remains relevant to the aspirations of the Movement and evolving anti-corruption issues and needs.

Finally, an important Secretariat contribution over the next five years will be to take gender considerations into account in all of the Secretariat's operations and work processes including human resource management, programme design and implementation, fundraising, and governance systems and processes. In addition, gender issues will be mainstreamed across all Key Programmes and Key Support Services. The Management Group will be responsible for ensuring that the Secretariat will seek to work actively with Chapters and other members of the Movement to benefit from their expertise in this area and to build awareness of gender issues in support of Transparency International's mission.

IMPLEMENTATION

Based on the Implementation Plan, the Secretariat will develop annual Work Plans and Budgets that will directly derive from it. Delivery on Key Support Services will be overseen by the Department Director to which the service most closely relates (e.g. communications and advocacy), or be coordinated by the responsible Head of Unit (e.g. governance or Monitoring, Evaluation and Learning).

Each Key Programme will require close cooperation between departments and, in most cases, will be coordinated by a dedicated Programme Manager responsible for further developing the identified Programmes, including clear Programme objectives, milestones and implementation timeline, and Programme budget. Programme Managers will agree with Management the human resource and financial contributions required; oversee coordination of work plans of staff from related departments contributing to the Programme; and be responsible for day-to-day implementation, monitoring, and any reporting that is required.

REVIEWS

To ensure its continued relevance, a formal review of the Implementation Plan will occur in 2013. This will be led by the Secretariat Management Group. If required, the review will result in changes to the Implementation Plan being made which would be subject to approval by the International Board. The 2013 review will be primarily focussed on how the Secretariat is delivering in relation to its planned Outputs and Outcomes.

In 2014/5 a more extensive review will be undertaken which looks at the overall achievements and progress of the Movement towards realising Strategy 2015 and its evolving impact in the fight against corruption. The precise nature of this review will be determined based on the needs of our next strategic planning cycle (i.e. post 2015).

⁸ The Monitoring, Evaluation and Learning system in this Implementation Plan (Key Support Service 8 and Annex III) focuses on the Secretariat's anti-corruption work and does not include management and support functions (e.g. Human Resources, Financial Management, IT, etc). Separate systems for planning, monitoring and evaluating progress (including professional development) will be developed for these areas.

PROFESSIONAL DEVELOPMENT

The Secretariat is driven by a strong commitment to service the Movement and its needs. To do so effectively, it seeks to adhere at all times to the highest professional standards, recognising that all Secretariat staff members are integral to the success of the Movement as a whole. Delivering on our commitments in this Implementation Plan will require us to strengthen our staff skills to ensure that we do current work even better and are equipped to take on new areas of work.

The increase in Secretariat staff numbers over the last five years has led to the inevitable challenges of organisations managing growth and the requirement to upgrade and professionalise our Human Resource systems (review of human resource policies, new Performance Management Systems, compensation arrangements, etc.). In tandem with this, there has been a growing recognition of the need for a more systematic approach to staff development. This recognition will need to be translated into reality if we are to deliver upon our commitments.

Once our work on developing and implementing a new job grading and role evaluation framework has been completed in the second half of 2011, our emphasis will move to systematically analysing our skill base and planning needs for staff development in relation to the Implementation Plan. These will include, but not be limited to:

- The need to strengthen our skills base and understanding of issues related to people, campaigning and communication
- The need to develop the skills base of Regional Departments around Organisational and Capacity Development issues in order to provide better levels of support to Chapters
- The need to strengthen managerial capacity and skills.

As well as developing the skills base in specific areas, a much greater ability to work, learn and innovate together across departments will be required. As in all organisations, this will require continuous attention in order to ensure that this actually occurs. This, in turn, will require incentives, monitoring,⁸ inclusion in personal and team objectives,

etc. Furthermore, to encourage entrepreneurial behaviour within the Secretariat and greater understanding of the organisation as a whole, as well as building this into personal and team objectives, we will aim to ensure that all staff spend 5 per cent of their time on anti-corruption work that is explicitly not related to their immediate job descriptions and position responsibilities. More broadly, we will also seek to provide and encourage greater intra-Movement exchanges and secondments.

FINANCIAL SYSTEMS

The total financial resources available to the Movement, including the Secretariat, have increased significantly in recent years. Through our efforts to diversify our donor base and to continuously grow the Movement's fundraising capacity through the Resource Mobilisation and Sustainability and the Institutional Network Strengthening Programmes, we aim to realise a further significant increase in the financial resources available to the Movement in the coming five years.

As a result, the Implementation Plan is expected to result in larger and more complex flows of resources around the Movement, ranging from large Programmes through to small innovation grants and seed funding for thematic networks. At the same time, the trend is an increasing number and complexity of audit and reporting requirements to external stakeholders (International Financial Reporting Standards, the Global Reporting Initiative, the International Aid Transparency Initiative, increasingly stringent donor requirements, etc.). These, combined with the absolute imperative of the Movement to maintain the highest levels of accountability, will present the Movement with serious challenges in realising its ambition if not addressed. The Secretariat will do this in five main ways over the course of the Implementation Plan.

Firstly, we will seek to continuously improve the effectiveness of financial management tools at the Secretariat, and simplify reporting requirements for Chapters wherever this is feasible (e.g. less onerous for smaller amounts and/ or for Chapters with a good compliance track record and reliably fulfilling audit requirements).

Secondly, we will seek to undertake capacity building of Chapters in this area where required.

Thirdly, we will seek to make financial tools (e.g. direct use of the Secretariat's Oracle financial system for larger Chapters, financial reporting software) available to those Chapters with capacity gaps (e.g. small Chapters which cannot invest sufficiently in this area) where this would help improve financial systems.

Fourthly, the Secretariat will explore the potential of pro bono assistance from global auditing firms which can provide common levels of service to large parts of the Movement.

Lastly, and of particular relevance to large new Programmes, it will be essential to enter into dialogue with donors at an early stage to explain the structure of the Movement and advocate for appropriate reporting requirements.

RESOURCE REQUIREMENTS AND PRIORITISATION/ SEQUENCING



OVERALL FINANCIAL RESOURCES ⁹

Based on current trends, the ambitions of Strategy 2015 and the support that the Secretariat will provide to Chapters as outlined in this Implementation Plan, it is anticipated that the total resources required by the Movement by 2015 will be €100 – 150 million annually, i.e. more than double existing resource base. Clearly, there will continue to be a variance of resources available among the 100 Chapters in the Movement (i.e. currently some Chapters are very large and others lack basic infrastructure). Nevertheless, where assistance is required, the Secretariat will do its utmost to support Chapters to acquire the essential resources (technical, human and financial) to be effective change agents in their countries of operation.

⁹ As this section was developed after the completion of the preceding ones, further consultation with the Movement on it will take place at the 2011 Annual Membership Meeting, as required.

Total Movements resources will be a combination of:

- Resources raised independently by Chapters for their own national work
- Resources raised independently by Chapters within the framework of the Key Programmes outlined within this Implementation Plan
- Resources raised by Chapters with the active support and association of the Secretariat (as part of the Key Programmes and the Key Support Services)
- Resources raised by the Secretariat and channelled to Chapters as part of the Key Programmes
- Resources raised by the Secretariat for Key Support Services (governance, international advocacy, knowledge/ research, etc.) and on-going support to the Movement.

While uncertainties exist concerning the amounts that will be raised by Chapters and the Secretariat for the Key Programmes and other activities to 2015, it is anticipated that the overall proportion of funds for Key Support Services and on-going support will be approximately 20 per cent (+/- 5 per cent) of total Movement resources.

OVERALL HUMAN RESOURCES

The extent to which there will be a growth in staff numbers at the Secretariat over the coming five years will be determined primarily by the success of fundraising efforts. However, four general broad points concerning Human Resources can be anticipated at this stage:

- To realise the ambitions of both Strategy 2015 and the Implementation Plan, it will be essential to make greater strategic use of volunteers and pro bono support
- Growth in the Secretariat staff numbers will occur, but will be relatively modest and primarily dependent upon fundraising. The majority of this growth will come from Key Programmes
- The Secretariat commits to further develop and invest in building highly professional staff (see Section 4)
- The Secretariat will seek to utilise the broader expertise which exists within the Movement more systematically.

KEY PROGRAMMES

The Secretariat will provide the initial investment in developing the Key Programmes from existing resources. Their ultimate size and pace of implementation will, however, be dependent upon successfully raising additional funding. This money will be raised by both the Secretariat and directly by those Chapters which choose to participate in the various Programmes. As such, the sections below are intended primarily to demonstrate the overall scope of aspiration around each Key Programme.¹⁰ It should be noted that some of the important elements of many of the Key Programmes already exist. Furthermore, the Key Programmes will not necessarily stop at the end of 2015.

PEOPLE ENGAGEMENT PROGRAMME

A number of key activities planned within the Programme (e.g. Advocacy and Legal Advice Centres, Development Pacts) are already established within the Movement and these will contribute to its goal. Therefore, from this perspective some key elements of the People Engagement Programme have already begun. However, a holistic Programme Design process will occur and be completed in the second half of 2011 for the larger Programme as a whole, with fundraising and implementation starting immediately afterwards. On this basis, it is planned that the Programme will start growing considerably from the current base by the second half of 2012.

It is anticipated that the People Engagement Programme will be the largest of the Key Programmes, with an aspiration that this will generate income for Chapters with the Secretariat help of at least €15 million per year by 2015.

The Programme will be led by the Chapters, Network and Programmes Group within the Secretariat.

BUSINESS INTEGRITY PROGRAMME

As with most of the other Programmes, there are a number of important elements which are already in place, with the primary challenge being to bring in new activities and significantly scale up the work with Chapters. The precise nature of doing this will be determined during the programme design process. The opportunities and challenges for the Business Integrity Programme will be further scoped during 2011, with the design occurring in 2012.

The design of the Programme will occur within the Knowledge and Resources Group within the Secretariat, with the anticipation that it will move to the Chapters, Networks and Programmes group when it becomes operational and the centre of gravity moves more towards Chapters. The size of the Programme will depend ultimately on the uptake of private sector work among Chapters.

PUBLIC SECTOR INTEGRITY PROGRAMME

Building on the ongoing work around National Integrity Systems framework as a starting point for action, design of the Public Sector Integrity Programme will start in 2012.

The actual size of the Programme will depend to a very large degree on the number of National Integrity System Country Assessments which are undertaken, for which much of the resources will be raised by Chapters. In addition to the Assessments, the main resources for the Programme will be required around the development of Public Sector solutions and the evolution of the National Integrity System framework.

The core elements of the Programme will be designed within the Research and Knowledge Group within the Secretariat.

¹⁰ All figures mentioned under the Key Programmes refer to funds raised by the Secretariat and Chapters with Secretariat help.

ANTI-CORRUPTION SOLUTIONS AND KNOWLEDGE (ASK) PROGRAMME

The ASK Programme also has a number of key elements in place, including an Internal Help Desk (currently being established), the GATEway Project (mapping tools available), Research on Tap (establishing linkages with universities to provide research) and the Anti-Corruption Research Network. Bringing these together, identifying synergies, gaps and scope for significant up-scaling will be part of the ASK Programme design which will occur by the end of 2011. ASK Programme services will be piloted and expanded in 2012, with operation at full scale anticipated by 2013.

Given the essentially demand-driven nature of the ASK Programme and the fact that a detailed design is yet to occur, it is difficult to estimate the cost. However, it is anticipated that once all aspects of the Programme are fully functional, the Programme will cost €2-4 million per year.

The Programme will be led by the Research and Knowledge Group within the Secretariat.

INSTITUTIONAL NETWORK STRENGTHENING PROGRAMME

It is anticipated that the Programme will reach a scale of approximately €10 million per year by 2015. Of all the Programmes, it is anticipated that this will require the most upfront investment from the Secretariat.

The Institutional Network Strengthening Programme also does not start from scratch, with the key elements of the anticipated future Programme already being used in Asia Pacific and planned in the Middle East. The participatory Programme Design phase (to occur in 2011) will build on this existing experience, but will seek to identify the major building blocks for responding coherently and strategically to the highly diverse set of Chapter needs within the Movement in the future.

The Programme will be led by the Chapters, Network and Programmes Group within the Secretariat.

RESOURCE MOBILISATION AND SUSTAINABILITY PROGRAMME

This is the Programme which has the least number of elements already in place and will therefore require the most design work. It is also the Programme for which it is anticipated to be the most difficult to raise funds for. As such, it will rely more on core Secretariat support throughout the life of the Programme. Programme design will occur in 2011, with development of tools and materials in 2012 and a full-scale push beginning in 2013.

Given that this is the newest of the Programme areas for the Secretariat, the scale and scope of the Programme is particularly difficult to predict at this stage. However, it is anticipated that support to the Movement for resource mobilisation will reach €3 million+ by 2013.

The Programme will be led by the Advocacy, External Relations and Fundraising Group within the Secretariat.

ANNEX I. STRATEGY 2015: STRATEGIC PRIORITIES AND KEY AREAS OF FOCUS

THE MAIN COMPONENTS OF STRATEGY 2015

The Strategy identified six Strategic Priorities for the Movement, each consisting of a number of Key Areas of Focus, as per the table below:

MOVEMENT STRATEGIC PRIORITIES	MOVEMENT KEY AREAS OF FOCUS
1. PEOPLE Increased empowerment of people and partners around the world to take action against corruption	1A: Large numbers of people will participate in the fight against corruption 1B: People will have greater support, space and security to speak out against corruption 1C: Anti-corruption will be integrated into the work of other global NGOs and Membership organisations, providing us with new opportunities for collaboration. It will also be mainstreamed into educational and research bodies
2. INSTITUTIONS Improved implementation of anti-corruption programmes in leading institutions, businesses and the international financial system	2A: Anti-corruption and our principles of transparency, accountability and integrity will be integrated into the emerging regulations that control the financial system 2B: Clear anti-corruption and transparency standards will be increasingly adopted by major institutions 2C: Major businesses and institutions will be held publicly accountable for the enforcement of their anti-corruption programmes
3. LAWS More effective enforcement of laws and standards around the world and reduced impunity for corrupt acts	3A: Judicial systems, capable of creating a framework for the prevention and punishment of corruption in all its forms, will reduce impunity 3B: Enforcement of the international dimensions of international anti-corruption conventions will have significantly improved 3C: Monitoring mechanisms of anti-corruption conventions will be enhanced, with an emphasis on including meaningful civil society engagement
4. VALUES Higher levels of integrity demonstrated by organisations and people, especially youth and those in leadership positions around the world	4A: Ethics and core values centred on integrity will be promoted among youth and future leaders 4B: Enhanced leadership codes and codes of ethics for political and business leaders, held accountable for their work
5. NETWORK Strengthened ability to work together	5A: Cutting-edge anti-corruption knowledge 5B: Learning and working together effectively
6. IMPACT Enhanced responsiveness, presence, performance and impact at all levels	6A: Well-functioning, resourced and responsive Chapters 6B: Strong strategic presence 6C: Strong anti-corruption voice

ANNEX II. KEY ELEMENTS OF STRATEGY 2015 AND THE SECRETARIAT IMPLEMENTATION PLAN

For ease of reference, this table shows the Strategy 2015 Strategic Priorities for the Movement, the roles assigned to the Secretariat in Strategy 2015 and the Secretariat Key Programmes and Key Support Services in the Implementation Plan. The detailed Key Areas of Focus under each of the Strategy 2015 Strategic Priorities are shown in Annex I.

STRATEGY 2015 STRATEGIC PRIORITIES	ROLES ASSIGNED TO THE SECRETARIAT IN STRATEGY 2015 (see table on next page for further details)
<p>1. PEOPLE Increased empowerment of people and partners around the world to take action against corruption</p>	1. Five-year implementation planning
<p>2. INSTITUTIONS Improved implementation of anti-corruption programmes in leading institutions, businesses and the international financial system</p>	2. Capacity development programmes within the Movement
<p>3. LAWS More effective enforcement of laws and standards around the world and reduced impunity for corrupt acts</p>	3. Knowledge production and management
<p>4. VALUES Higher levels of integrity demonstrated by organisations and people, especially youth and those in leadership positions around the world</p>	4. Support to networks
<p>5. NETWORKS Strengthened ability to work together</p>	5. Increasing the resource base of the Movement
<p>6. IMPACT Enhanced responsiveness, presence, performance and impact at all levels</p>	6. Coordination of common focus programmes
<p>SECRETARIAT KEY PROGRAMMES</p>	7. Global communications, campaigns and advocacy
1. People Engagement Programme	8. Development of a planning, monitoring, evaluation and learning framework
2. Business Integrity Programme	
3. Public Sector Integrity Programme	
4. Anti-corruption Solutions and Knowledge (ASK) Programme	
5. Institutional Network Strengthening Programme	
6. Resource Mobilisation and Sustainability Programme	
<p>SECRETARIAT KEY SUPPORT SERVICES</p>	
	1. Global communications, advocacy and campaigning: translating awareness into broad-based action
	2. Corruption measurement and diagnosis: building on success
	3. Emerging issues and policy response: identifying and seizing opportunities
	4. Enforcement monitoring: strengthening our fight against impunity
	5. Networks and initiatives: expanding anti-corruption solutions through collaboration
	6. Governance: leading by example
	7. Monitoring, evaluation and learning: demonstrating results, improving performance and impact

As well as the six Strategic Priorities, Strategy 2015 identifies a number of specific cross-cutting roles for the Secretariat. The table below shows how these roles as identified in the Strategy are addressed in the Implementation Plan.

	ROLES ASSIGNED TO THE SECRETARIAT IN STRATEGY 2015	APPROACH IN IMPLEMENTATION PLAN
CAPACITY DEVELOPMENT	<i>"In support of all Strategic Priorities, the Secretariat will work with Chapters to develop and implement capacity development programmes within the Movement"</i>	The Secretariat will design (in conjunction with Chapters, Individual Members and relevant experts) and implement a comprehensive Institutional Network Strengthening Programme.
KNOWLEDGE PRODUCTION AND MANAGEMENT	<i>"Knowledge production and management are key components of this Strategy. The Secretariat will remain responsible for producing Movement-wide tools (e.g. Corruption Perceptions Index, Global Corruption Barometer, National Integrity System assessments), and providing assistance to the Movement on research, learning and tool development where required"</i>	As well as continuing to develop Transparency International's signature global research and knowledge tools, the Secretariat will establish an Anti-corruption Solutions and Knowledge (ASK) Programme; a "one-stop-service" for Chapters in relation to their anti-corruption knowledge needs.
SUPPORT TO NETWORKS	<i>"The Secretariat will provide active support for establishing horizontal learning and cooperation among Chapters and Individual Members"</i>	The Secretariat will facilitate the shift towards a more networked approach on thematic issues of Chapter-to-Chapter and Individual Member/ Senior Advisor to Chapter cooperation through network support services that include seed funding and operational support.
RESOURCES	<i>"...the Secretariat will work to increase the resource base of the Movement"</i>	The Secretariat will develop and coordinate a comprehensive Movement-wide Resource Mobilisation and Sustainability Programme, aimed at significantly increasing and diversifying the resources available to the Movement's anti-corruption fight.
COORDINATION OF COMMON FOCUS PROGRAMMES	<i>"The Secretariat will develop, coordinate and, as appropriate, manage a small number of common focus programmes"</i>	The Secretariat will develop, with Chapters, Individual Members and Senior Advisors, Programmes related to People Engagement , Public Institutions and Business Integrity.
GLOBAL COMMUNICATIONS, CAMPAIGNS AND ADVOCACY	<i>"The Secretariat will be primarily responsible for coordinating work to promote the Transparency International brand globally and lead the Movement on international advocacy activities"</i>	The Secretariat will lead on global advocacy issues, including global branding campaigns with interested Chapters, while providing support to thematic campaigns emerging from the Anti-Corruption Solutions and Knowledge (ASK) Programme, networking initiatives or the Key Programmes.
MONITORING, EVALUATION AND LEARNING	<i>"The Secretariat will lead the development of a Planning, Monitoring, Evaluation and Learning framework for the Movement. While this will involve widespread consultation and participation, the Secretariat will be responsible for driving this forward"</i>	The Secretariat will create an enabling framework that will allow for rich analysis of Transparency International's activities and experiences, and which provides benefits that are clear, tangible and immediate to Chapters and the Movement as a whole.

ANNEX III. MONITORING, EVALUATION AND LEARNING

The Secretariat Implementation Plan Monitoring, Evaluation and Learning system has been designed for the following purposes:

- **Facilitate learning in order to improve**, drawing both on the work of the Secretariat and supported Chapters/ partners within the Movement and also the work of a wider group of stakeholders where relevant
- **Enable accountability** upwards to donors and supporters, and downwards to the Movement
- Produce information on highlights and successes, and find innovative ways of promoting these in order to better **communicate** the **effectiveness** of the work of the Secretariat and the Movement
- **Enable effective management** for the Secretariat led Key Programmes and Key Support Services.

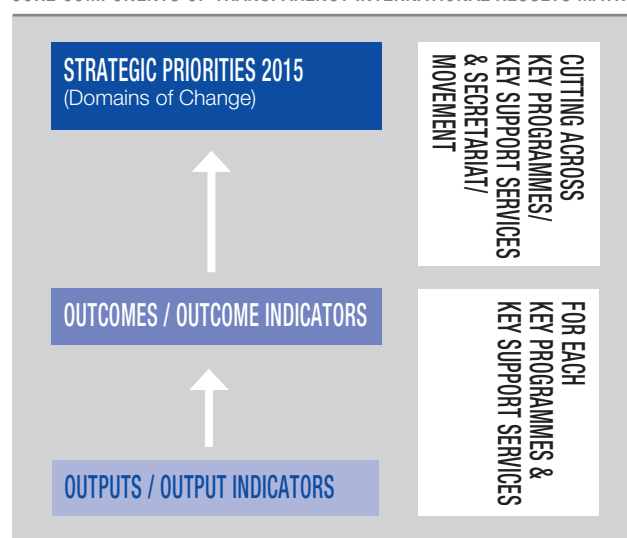
The Secretariat system will be based around a high-level results matrix that will capture and summarise the performance of the Secretariat over the five-year implementation period. This results matrix will document changes at three levels:

- Anti-corruption **impact** under each of the six Strategic Priority areas identified in Strategy 2015 (domains of change areas)
- Specific and predictable (as well as unplanned) **outcomes** from each of the Key Programmes and Key Support Services
- Activities and key deliverables (planned and emergent) for each Secretariat Key Programme and Key Support Service, and related (Secretariat and Movement) projects (**outputs**).

Overall, the system thus partially resembles a high-level log frame but with less emphasis on linear, causal relationships. Domains of Change Areas, directly associated with the six Strategic Priorities in Strategy 2015, will constitute the point of synergy between the Secretariat and the Movement-wide Monitoring, Evaluation and Learning systems that will be developed as of the second half of 2011 and piloted and gradually rolled-out thereafter.

For each Key Support Service an overall outcome statement and a small number (1-2) of high level indicators have been developed to capture the ambition that the Secretariat seeks to realise by 2015, and how progress will be measured. These will also be developed for Key Programmes during their detailed design phase. Outcomes and outcome indicators also provide the overall structure for annual work planning at the Secretariat. In addition, outputs and output indicators will be developed for specific time-bound projects that contribute to one or more defined Key Programme(s) or Key Support Service(s).

CORE COMPONENTS OF TRANSPARENCY INTERNATIONAL RESULTS MATRIX



Any projects implemented by the Secretariat or the Movement within the framework of a Key Programme or Key Support Service will be expected to produce brief summaries on an annual basis. These will describe important changes (if any) resulting from the project, and key lessons learned.

Changes identified within specific projects will thus be captured and fed up to Key Programme and Key Support Service outcome levels, where they will be consolidated, analysed and summarised, and then be mapped against the 2015 Strategic Priorities/ Domains of Change. To support the results matrix, the Secretariat will develop clear guidelines for project and programme planning, monitoring, evaluation and reporting; with a special focus on Monitoring, Evaluation and Learning of advocacy work.

At the same time, probing and scrutinising of reporting at all levels will allow for effective learning from added-value changes. The Secretariat will support enhanced learning at two levels. Firstly within the Secretariat, so that staff have an opportunity to openly discuss issues regarding the direction and performance of the Secretariat. Secondly, at the Secretariat Key Programmes level, where participating Chapters and partners will be encouraged to openly discuss successes and failures, and thereby contribute to enhanced programme planning. To allow for probing and scrutiny of reports, direct conversations between Chapter staff and Secretariat coordinators will be encouraged wherever possible to provide additional oral feedback.

The **Secretariat Monitoring, Evaluation and Learning Coordinator** will play a significant role within the Monitoring, Evaluation and Learning systems. This will not only cover the development of new Monitoring, Evaluation and Learning policies, practices and resources, but also a large amount of 'hands-on' data handling in order to ensure that information is generated on time and that the Secretariat reports are produced according to plan, as well as facilitating learning both within and outside the Secretariat.

The Outcomes and Outcome Indicators for Key Support Services are shown in the table below. Outcomes and High Level Indicators will be developed for individual Key Programmes during their design phase.

OUTCOMES AND HIGH LEVEL INDICATORS ¹¹ FOR KEY SUPPORT SERVICES:

KEY SUPPORT SERVICE 1		GLOBAL COMMUNICATIONS, ADVOCACY AND CAMPAIGNING
Outcome Statement	Transparency International is the leading global voice and critical change agent in the demand for world-wide transparency, integrity and accountability	
Indicators	<ul style="list-style-type: none"> A. Number and description of Transparency International advocacy and campaigning recommendations taken up by regional and global institutions B. Number, description and effect of cases of Transparency International responding in a timely and authoritative manner to emerging international events and issues, including high profile individual cases 	
KEY SUPPORT SERVICE 2		CORRUPTION MEASUREMENT AND DIAGNOSIS
Outcome Statement	Transparency International research products providing compelling analysis for anti-corruption advocacy and learning	
Indicators	<ul style="list-style-type: none"> A. Number, description and effect of advocacy and campaigning based on evidence from Transparency International research products B. Number, description and effect of cases of various stakeholders (academia, other civil society organisations, media, etc) using Transparency International research products 	
KEY SUPPORT SERVICE 3		EMERGING POLICY ISSUES AND APPROACHES
Outcome Statement	Transparency International identifying and responding effectively to the most critical emerging corruption risks and policy issues	
Indicators	<ul style="list-style-type: none"> A. Description and effect of Transparency International's interventions around these emerging issues 	
KEY SUPPORT SERVICE 4		ENFORCEMENT MONITORING
Outcome Statement	Transparency International contributing significantly to effective global enforcement of anti-corruption measures and reduced impunity for corrupt acts	
Indicators	<ul style="list-style-type: none"> A. Evaluations by external parties consistently acknowledge Transparency International's advocacy role in promoting the enforcement of international conventions B. Number, description and effect of Transparency International interventions to reduce impunity worldwide 	

¹¹ Indicators are not strictly "time-bound" as in a typical log frame but directions of change, which will, in many cases, reflect work started prior to 2011 and where results will also continue to be demonstrated after 2015.

KEY SUPPORT SERVICE 5 NETWORK INITIATIVES

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

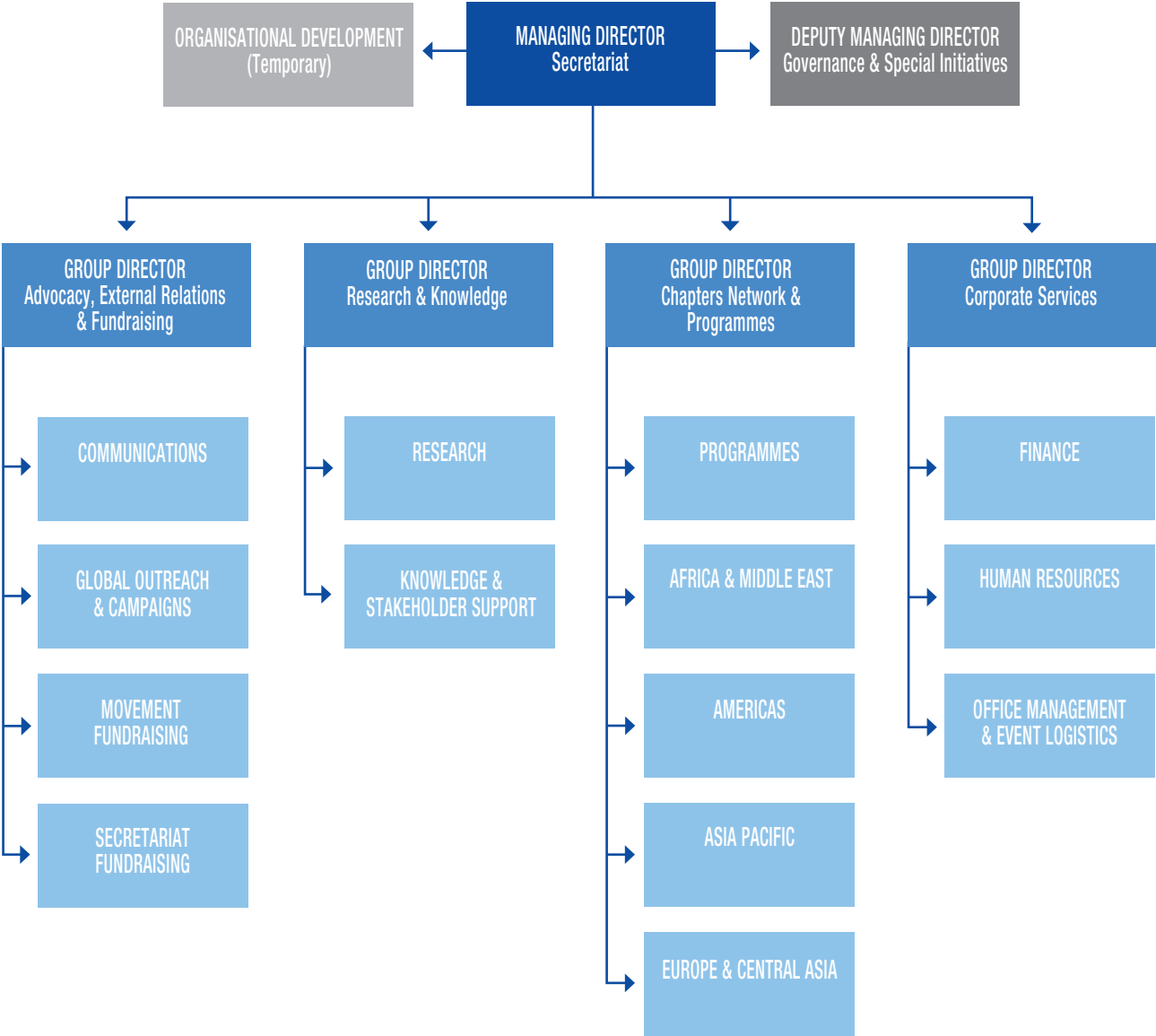
KEY SUPPORT SERVICE 6 GOVERNANCE

Outcome Statement	Transparency International's internal accountability, integrity and governance standards are demonstrating best practice for civil society and beyond
Indicators	A. The Secretariat is consistently viewed by external parties (e.g. external indices, evaluations) as a world-wide leader in governance, accountability and integrity B. The Movement has an effective framework of internal mutual accountability (as measured by Keystone Survey, Membership Accreditation Committee)

KEY SUPPORT SERVICE 7 MONITORING, EVALUATION AND LEARNING

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

ANNEX IV. SECRETARIAT ORGANISATION CHART ¹²



- Managing Director
- Deputy Managing Director
- Group
- Department
- To be scoped (Department)

¹² Organisation Chart as of 21 July 2011

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