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TRANSPARENCY INTERNATIONAL
the global coalition against corruption



ANNUAL REPORT 2009

TRANSPARENCY INTERNATIONAL (TI) IS THE GLOBAL CIVIL SOCIETY ORGANISATION LEADING THE FIGHT AGAINST CORRUPTION. THROUGH MORE THAN 90 CHAPTERS WORLDWIDE AND AN INTERNATIONAL SECRETARIAT IN BERLIN, TI RAISES AWARENESS OF THE DAMAGING EFFECTS OF CORRUPTION AND WORKS WITH PARTNERS IN GOVERNMENT, BUSINESS AND CIVIL SOCIETY TO DEVELOP AND IMPLEMENT EFFECTIVE MEASURES TO TACKLE IT.

www.transparency.org

Project management: André Doren and Michael Sidwell

Text and editing: Stephanie Debere and Michael Sidwell

Contributions: Stephanie Burnett, Sophie Everett, Jesse Garcia, Gypsy Guillén Kaiser and Thomas Quine

Design: Sophie Everett

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WE ARE A GLOBAL MOVEMENT SHARING ONE VISION:

A WORLD IN WHICH GOVERNMENT, POLITICS, BUSINESS, CIVIL SOCIETY AND THE DAILY LIVES OF PEOPLE ARE FREE OF CORRUPTION

FOREWORD



2009 laid bare the integrity deficit behind the financial crisis, bringing into sharp focus a system characterised by opacity and reckless greed. The resulting shockwaves have been felt around the world and have cast the future of millions into jeopardy.

During the year our *Corruption Perceptions Index* highlighted how many countries' public sectors continue to be seen as tainted by corruption, while our *Global Corruption Barometer* revealed the public's growing distrust of business and government. Only a global financial architecture rebuilt with transparency, accountability and integrity at its core will guard against similar catastrophes and result in growth that benefits all of society. This message went to the heart of our international conference *Beyond the global crisis: the transparency imperative,* and our key recommendations to the Group of Twenty on necessary financial reform.

With the unprecedented amounts of money used to stimulate economic growth, we increased pressure on world leaders to deliver on their anti-corruption promises. TI coordinated a coalition of more than 300 civil society organisations advocating for a strong review mechanism to make the UN Convention against Corruption live up to its potential. We succeeded in part, but much work remains to be done. The complicity of rich countries in fuelling the supply side of the corruption equation needs to end. TI's 2009 *OECD Anti-Bribery* report revealed again that most leading exporting nations fail to fully enforce a ban on foreign bribery.

As the global economy is beginning to register tentative signs of recovery, we are building on this momentum to ensure that governments and business alike live up to their responsibilities. Restoring public trust is a longer term investment and 'business as usual' is not good enough if we are to achieve a sustainable global economy.

Huguette Labelle
Chair



An interconnected world demands ever more sophisticated and coordinated approaches to fighting corruption. Our global network of chapters meet the challenge head on, combining skills to forge innovative and lasting solutions to problems that don't stop at national borders.

From tackling forestry corruption to protecting whistleblowers, 2009 was a year of powerful coalitions among TI chapters. The expertise of our movement came together in TI's 2009 *Global Corruption Report,* which addressed the critical role of the private sector, identifying areas in need of reform and outlining best corporate practice.

TI chapters are driving systemic change in education, health and water, critical areas that provide lessons for achieving the Millennium Development Goals. Recognising that citizens need to be at the heart of reform, TI's *Development Pacts* mean traditionally marginalised people in some of the world's poorest communities have a voice in decision-making and a greater stake in fighting corruption. Our Advocacy and Legal Advice Centres, now present in every region of the world, continue to arm victims of corruption with their legal rights, empowering individuals and serving as an antidote to resignation.

As our ever increasing momentum undercuts powerful vested interests, we are seeing increasing attempts to sideline and intimidate anti-corruption activists. We must strengthen cooperation within the anti-corruption movement and beyond to ensure the public discourse on corruption is not stifled.

As 2009 drew to a close, we began a strategic review process looking forward to 2015. This exercise supports our trajectory of organisational excellence and an ever greater impact on the fight against corruption. The tasks we have set ourselves demand nothing less.

Cobus de Swardt
Managing Director

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This report provides an insight into where and how the Transparency International movement was active in the fight against corruption in 2009.

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

Please see www.transparency.org/chapters for their current status.


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GOVERNMENT AND POLITICS

ENGAGING GOVERNMENT AND BUSINESS

The problem

Political corruption doesn't just mean electoral fraud; it includes the growing role of private rather than public interests in elections and public policy making. Along with the increasing influence of money in politics, this undermines public trust in democracy and its institutions. Transparency International's 2009 *Global Corruption Barometer* found that the general public see political parties as the most corrupt domestic institution, followed by civil servants and parliaments. In developing and transition countries, where democratic institutions remain fragile, political corruption diverts resources from providing basic social services for millions of poor and disadvantaged people.

Democracy and good governance are also undermined when corruption distorts political party and campaign financing. Elections can be skewed when individuals or organisations with their own agendas give parties large undisclosed sums of money, or when parties and candidates buy votes instead of winning them through strong campaign commitments. Once elected, politicians can seriously compromise the quality of government if their decisions benefit those who funded their rise to power, rather than the broader public interest.

The solution

Transparency International (TI) believes the increasingly diverse forms of political corruption are best tackled by building public demand for integrity in political decision-making, and empowering civil society to monitor the flow of money in politics. By mobilising civil society, political parties, parliaments, electoral authorities and other stakeholders, TI works towards corruption-free elections and accountable, public decision-making. In particular, civil society has a crucial role to play in monitoring electoral campaigns and the activities of political parties, reporting irregularities, tracking abuses of state resources for political purposes, and advocating for regulations that limit undue influence on public decision making.

TI chapters continue to identify political corruption risks and to develop innovative strategies for addressing them, working with leading international organisations to develop standards for transparency in political financing, and control corporate lobbying and the funding of political activities.

Africa and Middle East

To promote clean and fair elections, the TI chapter, the **Bahrain Transparency Society**, teamed up with other organisations to monitor elections in the region, including Lebanon and Kuwait's parliamentary elections and the Mauritanian presidential elections.

Ahead of the 2010 elections, **Transparency Mauritius** published a statement in the media advocating for political parties to be registered as proper companies (to improve governance and transparency) and for an electoral code of conduct. More than 150 people attended its workshops on party funding, aimed at party officials, the media, universities, trade unions and NGOs.

Centro de Integridade Pública, the TI chapter in **Mozambique,** delivered two draft laws to the government. One revising the anti-corruption law so that it deals exclusively with corruption in the public and private sectors; the other, increasing the powers of the Central Office for Combating Corruption, so it can initiate corruption investigations and impose legal penalties. Before presenting the laws to the Council of Ministers, the government is carrying out extensive public consultations.

The TI chapter in **Sierra Leone,** the **National Accountability Group,** is collaborating with the country's government to review anti-corruption practices and procedures in the Ministry of Local Government, Internal Affairs and Rural Development, the National Fire Force and the Prison Department.

Americas

Following its 2008 research on state capture, which exposed how drug traffickers can effectively control key positions throughout government, affecting legislation, regulations and policies, ***Transparencia por Colombia*** organised an event to build regional cooperation in tackling the problem. Delegates included representatives from civil society, the media and academia from Guatemala and Mexico, which also face powerful drug trafficker interests in state activity. Participants examined links between drug trafficking and corruption, their damage to democratic institutions, and opportunities for improvement.

Funde, the TI chapter in **El Salvador,** obtained commitments from newly-elected President Mauricio Funes on a series of anti-corruption measures. As a result, the Ministry of Public Works asked the chapter to create a citizens' observation platform for the independent monitoring of public works – a traditionally opaque area – involving private companies, the government and other civil society actors. Initial research and fundraising have begun, and partnerships have been established with key institutions.

To promote efficient and participative resource allocation, better access to public information, and civil society monitoring of budgets and contracting processes, the TI chapter in **Nicaragua, *Etica y Transparencia,*** surveyed stakeholders in 20 municipalities, then carried out a communications campaign and trained both civil society and local authorities.

Transparencia Venezuela assessed compliance among 25 municipal and state election candidates who had signed its commitments to transparency during their election campaigns. Using indicators including access to information, merit-based contracting, budget transparency and public procurement, the chapter found a significant commitment to developing transparency from candidates when in office.

> "CORRUPTION IS A TERRIBLE DISEASE THAT DESTROYS A COUNTRY FROM WITHIN"
>
> *The New York Times editorial*

Asia Pacific

Following the successful pilot in Latin America of ***Crinis*** (Latin for 'ray of light'), a tool that measures the transparency of political financing, TI replicated the survey in Asia. Piloted in **Bangladesh, Indonesia, Malaysia** and **Nepal,** the TI chapters analysed data from political parties, election bodies, accountants and experts, and compared political finance regulations with practice, providing guidance for overcoming flaws in a system. Based on their findings, the chapters have been working with key stakeholders, including politicians and parties, to develop effective transparency measures.

The media gave extensive coverage to **TI Bangladesh's** report, calling for political parties to disclose funding proactively. As a result, the Electoral Commission investigated parliamentarians who reportedly failed to include tax records in their candidacy applications. **TI Indonesia** held transparency training for political parties, after its research reported an opaque political finance system, with weaknesses in both regulation and practice. **TI Malaysia** also gained wide media coverage for a conference proposing party funding reforms, attended by 120 participants from government, political parties, civil society, academia and the media. It also held roundtable discussions on reforms and plans a nationwide campaign for their adoption. Based on its research, **TI Nepal** recommended to the Speaker of the Assembly that the country's new constitution address legal loopholes and include state funding of political parties.

Ahead of the country's first democratic parliamentary elections, **Transparency Maldives** ran *I Choose to Vote,* a comprehensive voter education programme. It included an assessment of the electoral system; voter education and train the trainer workshops on domestic observation; a media awareness campaign and an online complaints database. The chapter also took part in voter education TV and radio programmes and made a video used in training and shown on national TV, on the functions of parliament, how to vote and candidates' pre-election conduct.

When TI's 2009 *Corruption Perceptions Index* was released, **TI Pakistan** met with the Prime Minister and proposed recommendations to improve Pakistan's future score – including conflict of interest provisions in public offices, a freedom of information act and enhanced independent oversight in procurement. The Prime Minister formed a committee that included the chapter and was chaired by the Finance Minister to assess the recommendations, which the government is currently considering.

Europe and Central Asia

TI Bosnia-Herzegovina challenged proposed amendments to the law on conflicts of interest, which would have increased opportunities for public officials to benefit from multiple positions. Parliament consequently rejected the amendments, and the chapter filed successful legal challenges against high-profile politicians for conflicts of interest. It also drafted recommendations for the country's anti-corruption strategy.

Under its *Transparent Local Government* project, **TI Slovakia** helped the city of Martin adopt anti-corruption measures in areas such as selling assets, recruitment, civic participation in decision-making, access to information and procurement. Information including contracts, budgets and investments is now published online. The measures helped the city save around US $200,000 (€143,790) or 28 per cent of planned procurement expenditure in the second half of 2009.

Through its *City Hall Transparency Index,* which evaluates transparency through 80 indicators, **TI Spain** found that transparency levels in the country's 110 largest city halls improved in 2009 compared to 2008. The index's direct impact on behaviour and attitudes toward transparency was recognised with the award of the COSITAL Prize from the General Council of Local Administration.

TI UK continued 12 years of campaigning for reform of outdated anti-bribery legislation, feeding into a draft Bribery Bill in compliance with the OECD Anti-Bribery Convention. The chapter was cited regularly during parliamentary debates, and the bill passed into law in early 2010.



Harnessing European Union (EU) Potential

The EU's potential impact in the fight against corruption remains unfulfilled. It has the legal means and the political capacity to act in many anti-corruption-related areas – either through its own framework or wider international forums. It enjoys substantial legislative and political power in its 27 member states, is the biggest donor of official development assistance worldwide, and has anti-corruption measures for both the public and private sectors. But these are not optimally applied, and the challenge remains to integrate anti-corruption provisions into all EU policies and programmes.

The absence of a comprehensive EU anti-corruption strategy covering all of the different policy areas in member states limits its ability to promote and improve integrity levels. TI's EU liaison office in Brussels advocates for this latent capacity to be translated into effective anti-corruption policies – at EU level, within member states and in the Union's external work. But there are notable obstacles. The absence of a mandatory lobbyists' register encompassing all EU institutions hides the interests at work in the Union's policy-making process, and remains a core governance problem. Despite a concerted push for transparency during the enlargement process, corruption issues have resurfaced following new members' entry into the Union.

To tackle barriers to transparency, TI draws on in-depth knowledge from TI chapters worldwide and expertise from global research projects. Pushing for integrity and transparency measures in EU institutions and key European policy areas, including justice and home affairs, the private sector, development, enlargement and neighbourhood – TI is helping the Union fulfil its potential in the fight against corruption.

The Group of Eight (G8) Summit, L'Aquila, Italy

In parallel to engaging the Group of Twenty on the global financial crisis, TI continued its advocacy targeted at the G8, culminating with the 2009 G8 Summit in L'Aquila, Italy. A cornerstone of TI's advocacy efforts was its third annual *G8 Progress Report* assessing member states' action on key anti-corruption commitments, including fighting illicit money flows, keeping export credit agencies clean and supporting international conventions. The report concluded that performance across the board remained inadequate, raising serious doubts about the G8's true commitment to fighting corruption.

On enforcing foreign anti-bribery laws, only Germany and the United States received good marks. Canada, France, Japan and the United Kingdom were found not to have taken sufficient action to deter illicit payments overseas. Russia was found not to be implementing its anti-bribery commitments under the UN Convention against Corruption or under the Council of Europe Criminal Law Convention on Corruption.

Germany, Italy and Japan had still not ratified the UN Convention (although Italy ratified the convention in October 2009) undermining the global anti-corruption framework. "Until the most economically powerful countries truly enforce their commitments, their political will remains doubtful," said Cobus de Swardt, Managing Director at TI.

During its participation in the Civil G8 Dialogue in Rome and the G8 Summit in L'Aquila, TI consistently called on the G8 to recognise that a failure to address corruption risked threatening the sustainability and effectiveness of all G8 agenda items, including fulfilment of the Millennium Development Goals.

TI welcomed the second G8 *"Accountability Report: Implementation Review of G8 Anti-Corruption Commitments"*. But in concert with other civil society organisations, TI joined the call for the evaluation process on commitments to be transparent and inclusive with a consistent methodology and objective criteria.

Investing in a New Global Economy

In hindsight, the failings were obvious. A lack of industry accountability coupled with insufficient government oversight, allowed financial actors to operate in black holes free from regulation. An insatiable appetite for high-risk products at any cost drove the markets to become impenetrably opaque, compounded by fundamentally flawed credit ratings.

The ensuing economic instability and bankruptcies caused a spike in global unemployment, impacting on national economies and hitting those least responsible – the world's poorest – hard. The UN Millennium Campaign reports the fight against poverty has been pushed back by up to three years. Governments have tapped unprecedented amounts of public money to foot history's biggest financial bailout. But it's not enough just to stabilise economies. The global economy must be built back better.

Transparency International (TI) is holding the Group of 20 (G20) to task, pushing to close the governance gap behind the meltdown and ensure the reform process is managed in a transparent and accountable fashion. The role of regulatory authorities needs to be strengthened, excessive short-term risk-taking prevented and potential conflicts of interest exposed. The private sector's responsibility to foster a culture of integrity and rebuild trust was underlined in TI's *Global Corruption Report 2009: Corruption and the Private Sector,* which reaffirmed the business case against corruption. TI has developed a set of tools for companies to guard against corruption and policy papers on a range of areas from countering cartels and building integrity into management systems to strengthening corporate governance.

Since TI began working on financial reform in 2008, the G20 has agreed to prioritise transparency and anti-corruption measures in its February and June 2010 progress reports, but moving from rhetoric to reality remains a challenge. Transparency measures themselves must be implemented transparently to rebuild public trust in financial institutions, with avenues for civil society to engage with key international institutions responsible for setting risk parameters and adjusting regulation.

One year on from the collapse of Lehman Brothers, representatives from organisations including the European Parliament, the British Serious Fraud Office, French bank Société Générale and the OECD joined TI representatives from 90 chapters at the TI conference *Beyond the global crisis: the transparency imperative.* Delegates explored the causes of the meltdown and ways to cement transparency as the cornerstone of a new financial framework.

"While we welcome world leaders' efforts to address executive compensation, tax havens and poorly regulated financial markets – efforts broadly in line with what we had requested from them – we at Transparency International do not believe that it would be honest to welcome a tentative recovery and swiftly return to opaque business as usual," said Huguette Labelle, TI Chair.

Bold and decisive leadership and support for a lasting recovery is needed to truly bring an end to the era of bank secrecy and embed transparency and accountability into a new financial architecture. General amnesia cannot replace stated commitments. The world simply cannot afford it.



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Photo: Huguette Labelle, Chair, Transparency International, addresses participants at TI's conference *Beyond the global crisis: the transparency imperative*



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INTERNATIONAL CONVENTIONS

ENGAGING GOVERNMENT AND BUSINESS

The problem

Without international standards and binding commitments underpinning a collective worldwide response, corruption can run unchecked across borders and find safe havens in countries with lax rules. International conventions provide a crucial framework for national and cross-border anti-corruption efforts. But once they've been negotiated and adopted, the challenge remains to ensure they are put into practice. For conventions to have their intended impact, governments must translate their commitments into meaningful reforms. This requires research into how far countries are meeting convention requirements, and what improvements are needed. It also means introducing changes in practice, including guaranteeing respect for institutional independence, allocating adequate resources, appointing appropriate personnel, carrying out training, making information accessible, and involving the public in deciding how conventions are put into practice.

Photo: A TI-headed civil society coalition makes their opinion heard at the 2009 UN Conference of States Parties

The solution

Effective monitoring systems are essential to ensure that the requirements of conventions such as the UN Convention against Corruption are met. Transparency International (TI) promotes an effective intergovernmental review mechanism for the UN convention, calling for an impartial, transparent and cost-effective process involving civil society. Such a review system helps governments meet convention requirements by giving them expert feedback on their performance and setting deadlines for compliance. Follow-up reviews and publicity about performance provide ongoing motivation, and independent civil society input brings credibility to review processes. To support this, TI coordinates a global coalition of more than 300 civil society organisations from almost 100 countries, to bring objective insight to review processes, highlight improvements and deficiencies, and promote reforms (www.uncaccoalition.org).

The review mechanism adopted at the UN Convention conference in Qatar in 2009 is a key step in international anti-corruption efforts, and will assess whether governments have taken sufficient action in areas such as law enforcement, whistleblower protection and cross-border cooperation. TI also continues to monitor enforcement of the OECD Anti-Bribery Convention, targeting cross-border payments by multinationals, which undermine development and good governance worldwide.

Foreign Bribery: Not Out of Sight, Not Out of Mind

The overwhelming majority of the world's leading exporting nations is failing to fully enforce a ban on foreign bribery, revealed TI's 2009 *OECD Anti-Bribery Convention Progress Report.*

The fifth edition of the yearly report shows that just four of 36 countries party to the OECD Convention are active enforcers. There is moderate enforcement in 11 and little to no enforcement in the 21 remaining countries. Such performance throws into question governments' commitments and threatens to destabilise the definitive legal instrument to fight international bribery.

"The rich countries of the world committed to bring their house in order, deal a major blow to supply side corruption and give the fight against poverty worldwide a real chance to succeed," said Cobus de Swardt, Managing Director at TI. "However, unless the OECD makes it an urgent, high-level priority for all parties to enforce the convention, inaction by some countries will encourage backsliding by others."

Statutory and legal obstacles continue to block proper enforcement in 26 of the countries covered. Consequently, companies can be undeterred from exploiting the situation, as illustrated in the report by coverage of major corporations' bribery scandals. Another major obstacle is the use of national security considerations as a reason for not prosecuting foreign bribery.

It is encouraging that Israel and South Africa have joined the convention, but China, India and Russia also need to be brought into the fold. It is in the best interest of these countries to protect their firms' investments with anti-bribery measures.

Africa and Middle East

To assess how well the country's policies and legislation comply with the UN Convention against Corruption, **TI Kenya** participated in an analysis of the gaps between convention requirements and the country's laws and practices. The chapter will use the resulting report to advocate for stronger policy and legal frameworks.

Americas

To celebrate International Anti-Corruption Day and the 10th Anniversary of the OECD's Anti-Bribery Convention, **TI USA** hosted more than 100 people at an event opened by Secretary of State Hillary Clinton, with presentations by the Secretary of Commerce, the OECD Secretary General and United States Ambassador to the OECD.

TI took part in the third round of the follow-up mechanism of the **Inter-American Convention against Corruption.** The 28 participating American countries were evaluated on how they have implemented anti-bribery provisions and on illicit enrichment and extradition. The review also checked how countries have implemented recommendations from previous reviews. TI has helped develop this review process, advocating for reforms and civil society participation. As a result, civil society now feeds into the process in many countries – although urgent reform is needed to prevent countries blocking participation: *Transparencia Venezuela* has been blocked three times by its government.

To coincide with the 2009 **Summit of the Americas** in Trinidad and Tobago, TI published a study evaluating how nine governments (Argentina, Bolivia, Canada, El Salvador, Mexico, Nicaragua, Paraguay, Peru and Trinidad and Tobago) were implementing summit mandates regarding corruption. The study highlights that states are not effectively translating into action their promises to fight corruption. Serious gaps were found in the follow-up of anti-corruption commitments, with poor coordination at national and regional levels. A lack of state reporting on actions taken and civil society participation in implementation reviews hampers independent monitoring.

Asia Pacific

TI Chinese Taipei began a research project sponsored by the Ministry of Justice to study gaps and integration between the UN Convention against Corruption and **Taiwan's** anti-corruption laws. The chapter is systematically reviewing current anti-corruption legislation, exploring gaps and integration problems and providing recommendations for reform.

After working successfully for the ratification of the UN Convention against Corruption, **TI Korea (South)** campaigned for its implementation, issuing a joint statement with 300 NGOs calling for the reinstallation of the independent anti-corruption authority and restoration of the Korean Pact on Anti-Corruption and Transparency (K-PACT), which the government had stopped supporting. As a result, the government expressed support for an inclusive, transparent UN Convention review mechanism, but the chapter is still pushing for K-PACT's reinstatement.

Europe and Central Asia

After two years' passage between the upper and lower legislative chambers, and much advocacy and public campaigning from **TI Italy,** the country finally ratified and implemented the UN Convention against Corruption. The chapter's sustained campaign included direct advocacy with the government's anti-corruption commissioner and parliamentarians, supported by widespread media and online work.

Ending Impunity

Until recently, heads of state suspected of pillaging national coffers and filling foreign bank accounts have hidden safely inside their mansions. But in a milestone challenge, TI France and its partner organisation Sherpa are fighting to bring to court a case against three African presidents and some of their relatives: Republic of Congo's Denis Sassou-Nguesso, Teodoro Obiang of Equatorial Guinea and Gabon's Omar Bongo (recently succeeded by his son). It could break the culture of impunity for leaders suspected of embezzling vast amounts for personal use overseas.

Lodged in December 2008, the complaint calls for an investigation into how the presidents financed acquisitions in France worth far more than they officially earn. Their lawyers deny any diversion of public funds. Yet previous police investigations found President Bongo and his relatives owned 39 French properties, 70 bank accounts and nine luxury cars; President Sassou-Nguesso's family, 18 properties and 112 bank accounts; and President Obiang's family, €4.2 million-worth (US $5.85 million) of luxury cars (his son, who earns a monthly government salary of US $4,000 (€2,875), also has a Malibu mansion worth US $35 million (€25 million).

Meanwhile 75 per cent of Equatorial Guinea's population lives below the poverty line, as does half of Congo's and 40 per cent of Gabon's – a middle-income country thanks to oil revenues. A courageous Gabonese citizen, Gregory Ngbwa Mintsa, joined TI France in lodging the complaint, seeking redress for personal damages and damages suffered by the entire nation.



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> "A CONSIDERABLE BREAKTHROUGH IN INTERNATIONAL LAW"
>
> *Daniel Lebegue, Chair, TI France*

In May 2009, a magistrate accepted the lawsuit, opening the way for an investigation into how the assets were acquired. TI France's head, Daniel Lebegue, praised the decision as "a considerable breakthrough in international law." Previous lawsuits brought by the chapter had been rejected by the courts, but this time it was accepted as a plaintiff because the claims of the complaint directly harm its interests, namely fighting corruption. But Mintsa's case as a taxpayer was dismissed. He declined to appeal on grounds of personal safety.

Within two days the public prosecutor's office appealed the May ruling, blocking the judicial investigation. In October, the complaint was found inadmissible. But TI France will appeal before the Supreme Court, with recent precedents supporting the complaint's admissibility. The chapter believes France's obligations under the UN Convention against Corruption oblige the court to hear the case.

Whatever its outcome, the case has broken the taboo against questioning leaders' assets, attracting massive worldwide support, including a statement of endorsement from 14 African TI chapters and partners. TI France hopes its complaint will eventually lead to the implementation of the right to restitution (a pillar of the UN convention), which would allow entire populations to recover stolen assets – truly a precedent for ending impunity.


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ACCESS TO INFORMATION

ENGAGING GOVERNMENT AND BUSINESS

The problem

If information is not freely provided and accessible, corruption can thrive. Withholding information from the public demolishes trust and accountability, and breeds discontent – as shown by several recent elections where results have been delayed or not published. Opaque processes in aid distribution or public contracting for infrastructure projects also creates a sense of apathy and exclusion.

Access to information needs to be two-way: the state proactively discloses information and citizens request it in areas where proactive disclosure does not occur. Without adequate information, citizens cannot make informed decisions about their lives, such as on health or education entitlements. Information also affects whether and how citizens monitor the delivery of campaign promises by elected representatives. In turn, proactive disclosure can create trust and build a solid platform for citizens and the government to engage in a constructive dialogue.

The solution

Transparency International (TI) believes that the right to information must be anchored in a proper legal framework if it is to be respected. It advocates for countries to adopt and abide by the UN Convention against Corruption, which recognises public reporting and access to information as key pillars in preventing corruption, and provides a global framework for these. Access to information laws can be used to monitor areas with specific corruption risks, such as water, health and education services, or for monitoring public spending in campaign finances.

More than 40 TI chapters have campaigned for access to information laws to be adopted in their countries, and where successful, have gone on to participate in monitoring how thoroughly their requirements are carried out. As part of its coalition-building approach, TI is active in the Freedom of Information Advocates Network, a civil society platform for experts to share learning and information.

Africa and Middle East

Together with several partners, the TI chapter, the **Lebanese Transparency Association,** established the National Network for the Right of Access to Information, which includes representatives of government, the public and private sectors, civil society and the media. The network aims to enhance transparency, accountability and civic participation through access to information and whistleblower protection, and has submitted a draft law to parliament on rights to information. The chapter also helped train public servants and is developing manuals on access to information and whistleblower protection.

To enhance transparency and citizens' access to information, the TI chapter in **Palestine, AMAN,** organised a public hearing for the Minister of Finance to present the 2009 budget and the government's commitments towards Gaza. The event was attended by representatives from government, the private and public sectors, academia, civil society and international NGOs.

Americas

To help people access public information from mayors' offices and municipalities, ***Transparencia por Colombia*** created an electronic programme, *Internet for Accountability,* to provide timely and reliable information and services. More than 1,000 municipalities have adopted the programme for their official websites. New sections were added in 2009, on revenue (encouraging local governments to provide clear information on revenues received and how they are spent) and on women and gender equality (so local governments provide information from a gender perspective, enabling women to fulfil their rights). The chapter donated the programme to the government and it now forms part of the Online Government Programme - www.iprc.org.co.

Having been instrumental in the passage of the country's access to information law, the TI chapter in **Guatemala, *Acción Ciudadana,*** is working to ensure it is properly implemented. Public demand for information under the law is strong, but some public officials refused to disclose requested information, falsely claiming exemption under the law. To protect citizens' rights, *Accion Ciudadana* has taken legal action, successfully resulting in ministers providing the requested information.

As part of the *Coalición ProAcceso* (Coalition for Access), ***Transparencia Venezuela*** co-organised the Third International Seminar on Access to Public Information, designed to strengthen understanding of access to public information as a right. Delegates discussed the future of access to information as a way to increase justice and social inclusion for citizens and oblige public officials to work more transparently.

Asia Pacific

Seventy participants from foreign missions, the private sector, government, civil society, academia and the media attended a two-day regional conference organised jointly by **TI Malaysia** and the Centre for Independent Journalism, which highlighted the urgent need for a freedom of information act. The chapter also held roundtable discussions with 12 citizens' groups to maintain momentum and map out strategies towards legislation.

To make publicly available information more accessible, **Transparency Thailand** developed an electronic database of politicians' asset declarations, legally required of every Thai politician. Users such as journalists, activists and academics can search for and easily compare data. The chapter donated the database to the National Anti-Corruption Commission, which will keep entries up to date.

Europe and Central Asia

TI Croatia's *We Have the Right to Know!* campaign focused on presidential elections and citizens' right to hold public officials accountable. Chapter staff visited towns across the country to inform people about the Freedom of Information Act, and held a press conference with partner organisations outside parliament on International Right to Know Day. They highlighted the act's restrictions on citizens' right to protest, gaining wide media coverage, including on television and social networks.

To assess whether the country's freedom of information law is functioning properly, TI's partner in **Montenegro, MANS,** requested documents from institutions at all levels. MANS submitted almost 10,000 requests in 2009, but reports receiving responses to less than half of their requests. The chapter also conducted public campaigns to encourage citizens to submit their own requests for information.

TRUE STORY

Cold Comfort

The construction of gas pipelines would have normally been welcomed by rural Moldovans, who struggle through freezing winters. Instead of providing a better standard of living, though, the construction project brought hundreds of them a series of unexpected costs.

Although the government paid for the provision of a main gas pipeline to the city, the citizens were required to pay for a connection between the pipeline and their own homes. Soon after pipeline construction began, members of several communities were struck by the lack of transparency in the project details. First, there was no available information on the planned cost of the design and construction of the pipeline. Second, members of these communities were unable to access information on the origins and the allocation of financial resources for the project. Third, they were given no explanation for the amount of money collected from them by the construction company.

As the project proceeded, the situation worsened as sub-contractors began defaulting on contractual obligations. This led to an unexpected increase in the cost of construction work, which in turn fell to the community members to supplement, significantly draining their already limited resources.

Members of several communities contacted Transparency International Moldova to voice their suspicions that the money they had contributed for the gas pipeline was being misused.

Based on this complaint, TI Moldova urged the Agency of Construction and Territory Development, a specialised national institution, to carry out a detailed study of the project's expenses. As community members had suspected, the real cost of the completed works in several rural localities was lower than the amount of money the construction companies had taken from them.

> "THE CONSTRUCTION PROJECT BROUGHT HUNDREDS OF RURAL MOLDOVANS A SERIES OF UNEXPECTED COSTS"

The company undertaking the work was ordered to pay back all "personal contributions" that exceeded construction costs, which on average amounted to one month's salary per person. A series of workshops were also held for the benefit of the complainants and information on the construction project's finances was finally made available.

This case is one of thousands processed by Transparency International's Advocacy and Legal Advice Centres. The centres, now in more than 40 countries, provide assistance to victims and witnesses of corruption, helping them to pursue their complaints.


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PUBLIC PROCUREMENT
ENGAGING GOVERNMENT AND BUSINESS

The problem

Public procurement affects everyone's lives, whether through road or dam construction, health and education services, the award of telecommunications concessions or licences for exploiting natural resources, or the privatisation of public assets. Corruption in any of these processes increases the cost of services to citizens, reduces the quality of work or services, and ultimately erodes people's trust in their leaders.

Without effective prevention and control measures, the enormous amounts of money flowing from government budgets through procurement create ideal opportunities for corruption. Risks are exacerbated when procurement expenditure is allocated without competitive bidding.

Nearly US $2.3 trillion (€1.6 trillion) – 17.4 per cent of GDP – is spent on public procurement in OECD member states. Yet less than a fifth of this expenditure involves open competitive bidding processes and developing countries are unlikely to do better. Corruption can add 20 to 100 per cent to government procurement costs in several Asian countries, according to the Asian Development Bank.

The solution

Optimum use of public funds requires transparent, accountable procurement systems, with regulations that promote integrity and meet international standards. Transparency International (TI) advocates for public procurement practices based on transparency and accountability, which give all stakeholders, including civil society, the opportunity to improve the system. This requires strong institutions, adequate checks and balances, effective reporting and complaints mechanisms, broad access to information, and the strong enforcement of laws and regulations.

Many TI chapters are monitoring procurement and promoting *Integrity Pacts,* a tool developed by TI a decade ago, involving agreements between government agencies and bidders for a public sector contract to abstain from bribery, collusion or other corrupt practices. An independent external monitor ensures the pact is not violated. Pacts have been applied successfully in more than 15 countries, with five new chapters adopting them during 2009 and collaboration with the Water Integrity Network to promote them in the water sector.

At a global level, TI advocates for reform and strong international engagement in improving national procurement systems used to channel development aid. By training public officials in procurement best practice, identifying corruption risks and engaging the private sector, TI is committed to promoting integrity in procurement.

> “MILAN’S COUNCILLOR FOR PUBLIC WORKS SAID THE PACTS HAD ALLOWED THE CITY TO ADDRESS UNFAIR TENDERS WORTH MORE THAN €122 MILLION”

Africa and Middle East

TI Kenya signed a memorandum of understanding with the Kenya Private Sector Alliance on training Micro and Small-scale Enterprises (MSEs) in public procurement, to raise the number of MSEs participating in public tenders, increasing competition and reducing corruption. More than 170 participants from MSEs and civil society were trained in procurement procedures and how to access and monitor public tendering. Many are now participating in tendering processes and monitoring public contracting procedures.

Although it welcomed several provisions in a government decree on public procurement, the TI chapter in **Morocco, *Transparency Maroc,*** highlighted serious weaknesses at regular meetings and public discussions. The decree lacks independent review and the ability to suspend individuals or companies from the procurement market; project owners retain excessive discretionary power, and provisions relating to supervision and auditing are ineffective.

Americas

The TI **Argentinian** chapter, ***Poder Ciudadano,*** signed a transparency agreement with a municipality in Buenos Aires province to implement an *Integrity Pact* in waste service contracting, which accounts for a quarter of municipal spending. A Social Witness (an expert with technical and ethical expertise) was appointed to observe the contracting process, from preparing terms and conditions to awarding the contract. More than 200 citizens participated in a public hearing on the terms and conditions and half their recommendations were included. Such transparent participation saved three million pesos (more than US $800,000 / €575,000).

Transparencia Mexicana, the TI chapter in **Mexico,** was invited by the federal government to monitor the public bid process for the Mexican citizen identity card. The main objective of this project it is to restore public confidence that their identity won’t be seized or used for illicit purposes. The contract was worth approximately US $83 million (€59.7 million).

The TI chapter, the **Trinidad and Tobago Transparency Institute,** took part in a commission of enquiry set up to investigate alleged corruption in state-owned construction enterprises carrying out the government’s building programme. Through written submissions and televised public hearings, the chapter gave an independent analysis of public sector procurement, provided evidence on how corruption occurs in construction and made recommendations for much-needed reform. Its online corruption survey of industry professionals found many perceive corruption to be widespread and would welcome concerted action to promote integrity in the industry. The chapter will use these results to help build an anti-corruption alliance in the infrastructure sector, and to raise public awareness of the issues.

TI USA launched a project to assess whether the Asia-Pacific Economic Cooperation's Procurement Transparency Standards are being upheld in Indonesia, Mexico, Peru and Vietnam. Under the project, local experts assessed relevant laws and regulations to see whether they meet required standards. Chapters then consulted local and international business people for a private sector perspective on the regulations’ effectiveness. The project will make country-specific recommendations for increasing transparency and blocking corruption in procurement, to be used in advocacy with relevant trade and procurement officials and other stakeholders.

Asia Pacific

TI Indonesia has implemented *Integrity Pacts* in 20 areas, signing memoranda of understanding with local leaders on fighting corruption, increasing transparency, independent monitoring, sanctions, complaint-handling mechanisms and whistleblower protection. Village meetings were held to address the specific needs of each region, identifying potential members of a TI-sponsored independent monitoring network. The chapter also mobilised support for public monitoring through community theatre, media engagement and a film on corruption in public procurement.

As part of its efforts to monitor public procurement, **TI Pakistan** pursued reports of corruption by public organisations, asking agencies for information, tender documents and evaluation reports, and sending copies to the National Assembly's Public Accounts Committee and other regulatory bodies for investigation. As a result, top executives in three major corporations were charged, and considerable savings made in public procurement.

Europe and Central Asia

Italy's Minister for Public Administration awarded the Municipality of Milan an anti-corruption prize for implementing *Integrity Pacts* with support from **TI Italy.** Milan's Councillor for Public Works said the pacts had allowed the city to address unfair tenders worth more than €122 million (US $170 million).

As part of an *Integrity Pact* agreed with the Ministry of Culture in 2005, **TI Latvia** organised three widely publicised discussions on the National Library construction project, challenging the overall costs, risks stemming from budget cuts, inflated contract estimates and non-transparent sub-contractors. Attended by the Library Director, the Minister of Culture, construction company representatives and professional experts, the discussions attracted media attention and resulted in the parties involved in the project improving their terms of cooperation.

Transparency Serbia highlighted government failures in implementing new public procurement legislation, launching an initiative with the constitutional court to declare outdated decrees still used by the police, the army and the secret service for undercover procurements as illegal – the result of which is still pending. It also recommended improvements to procurement-related laws on budgeting and reporting, and was invited by the Ministry of Finance to help prepare new legislation.


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Levelling the Playing Field

In the early 1990s the German government and the States of Berlin and Brandenburg decided to develop Schönefeld Airport, near Berlin, into a major new international airport. TI Germany offered the authorities an *Integrity Pact,* committing them and bidders in competitive procurement processes to honest, fair behaviour during and after bidding, abstaining from practices such as bribery, collusion, using insider information or drastically changing their terms after contract award. But the authorities declined, arguing that applying the pact would be to admit publicly to corruption risks.

Weeks later, the media exposed the first corruption allegations; by 2001, they had forced the cancellation of all existing project agreements. Although formal charges were never filed, several contractors were suspected of using corrupt practices to gain ground in the competition.

In 2004, the authorities relaunched the project, scheduled for completion in 2011 at a cost of €2.4 billion (US $3.3 billion). They formed a limited private company, the Flughafen Berlin-Schönefeld GmbH (FBS), to oversee it and, with fingers burned, asked TI Germany for ideas to contain corruption. This time the chapter's suggestion of an *Integrity Pact* was accepted.

Together TI and FBS staff developed a pact adapted to Germany's legal context, with FBS as the implementing authority. Signing would be mandatory for all bidders, committing them to fair play and guaranteeing them a level playing field in return. If the legally binding pact is breached, the authority can impose fines, exclude the bidder from the process or cancel the contract (and for serious violations, exclude the bidder from future bids).

Given the likelihood that contractors from the previous process would resubmit bids, TI Germany strongly recommended an independent external monitor to review both contracting and implementation stages for *Integrity Pact* violations. In 2005, a retired state procurement official with a spotless record and strong commitment to integrity was appointed. The monitor oversees pre-qualification processes and invitations to tender, and ensures legal compliance, equal treatment of bidders and that bids are opened and evaluated fairly.


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On suspicion of pact violation, the monitor notifies senior FBS management, who should clarify or correct the situation. If they don't within a reasonable time, he will notify the Chairman of the Supervisory Board, and if no corrective action is taken, then he reports the issue directly to the prosecuting authorities.

But this procedure has never been used. By mid-2008, 37 larger contracts (worth US $1.5 billion / €1.1 billion) had been awarded after Europe-wide competition, and 235 smaller contracts (worth US $65 million / €47 million) after national competition. Some 1,000 bidders have signed the pact, yet no corruption complaints were filed before the monitor, FBS or the prosecution authorities.

FBS managers attribute this success to getting basic requirements right (such as procurement procedures, legal necessities and personnel), having a strong monitoring system and communicating the *Integrity Pact* widely to stakeholders.

The monitor will work until six weeks after the airport opens to ensure that contractors fulfil their obligations under the pact – safeguarding the level playing field it has created so far.


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PRIVATE SECTOR
ENGAGING GOVERNMENT AND BUSINESS

The problem

It is increasingly recognised that resorting to corrupt practices to secure business puts companies at risk. Firms caught red-handed in recent years have seen their executives put behind bars, paid record fines and suffered tarnished reputations. Yet bribery in business persists and is perceived as widespread. Almost a fifth of more than 1,000 executives surveyed by Ernst & Young claimed to have lost business due to a competitor paying bribes; more than a third felt that corruption was getting worse. Facilitation payments to ease or speed up business transactions remain common practice in many countries, corroding the commercial fabric and burdening the general public.

Transparency International's 2009 *Global Corruption Report* on corruption and the private sector, offers a stark reminder that corruption can surface within a company, through governance or risk management failures; between companies, as business to business corruption; or in the marketplace, where cartels, price-fixing and bid-rigging increase costs for consumers and society.

The solution

Transparency International (TI) tackles private sector corruption through a three-pronged approach: prevention, enforcement of regulations, and the promotion of greater transparency and accountability. Above all, companies must address corruption risks by committing to zero-tolerance of bribery and corruption, and adopting a comprehensive programme of anti-corruption measures. To help companies devise effective anti-bribery strategies, TI continues to refine and develop a suite of tools based on its *Business Principles for Countering Bribery.*

Central to its private sector work is TI's drive for more rigorous enforcement of laws and conventions against bribery. During 2009, France, Germany, Norway and the United States all stepped up their enforcement, with a record number of prosecutions in the United States. As business must play a role in fighting corruption, TI helps companies work together with stakeholders to devise voluntary codes, methods for tackling bribery and corruption, and initiatives to promote transparency, which need to be externally verified to be credible.

TI chapters also work to develop context-specific approaches to private sector corruption, especially in developing countries, enabling TI to maximise its impact in squeezing corruption out of business.

Transparency International continues to work with the UN Global Compact, the world's largest corporate responsibility initiative with some 7,700 participating companies and organisations, chairing a taskforce on reporting progress in implementing the 10th Principle against Corruption. To support companies in their efforts to report on their anti-corruption policies and actions, TI led a UN Global Compact working group to develop practical reporting guidance. Successfully tested by 19 organisations around the world, the guidance sets a new benchmark for reporting on anti-corruption and was launched on International Anti-Corruption Day.

Ahead of the 2009 UN Convention against Corruption Conference of States Parties in Doha, Qatar, TI, the UN Global Compact and other partners launched a campaign for the establishment of an effective convention review mechanism. Signed by CEOs of leading companies, the petition was addressed to UN Secretary General Ban Ki-moon who presented it at the Doha conference. More than 130 CEOs have since signed the petition to demonstrate their support for curbing corruption and creating a level playing field.

> "THE HIDDEN COSTS OF CORRUPTION ARE ALMOST ALWAYS MUCH HIGHER THAN COMPANIES IMAGINE"
>
> *The Economist*

Global Corruption Report 2009

Transparency International's 2009 *Global Corruption Report* analysed corruption risks in the private sector and strategies for preventing them. Published in the wake of the 2008 financial crisis – which emphasised the interdependence of the private sector, economic prosperity, political stability and the sustainability of societies – the report highlighted the private sector's potential to be a source of dynamic innovation and growth. But when corruption goes unchecked, the sector can become a destructive force, undermining fair competition, stifling economic growth and political development – and ultimately jeopardising its own existence.

With the first generation of anti-corruption regulations, compliance programmes and corporate responsibility initiatives underway, the report recognised the financial crisis as a watershed, allowing the private sector to take stock of anti-corruption efforts and chart strategies forward. It brought together more than 80 experts, businesspeople and scholars to present a comprehensive analysis of corporate corruption and successful remedies for tackling it worldwide. The report examined all spheres of business activity, from corruption inside enterprises (including corporate fraud and conflicts of interest) to commercial bribery, collusion and cartels, and regulatory and policy capture.

Published by Cambridge University Press and launched at an event in New York, the report was distributed to 2,800 stakeholders in more than 100 countries. Within six months after the launch, the English language version was downloaded 27,000 times. It is also available in French and Spanish.

Trust through Transparency

Leading publicly listed companies around the world are far from demonstrating embedded anti-corruption practices in their operations, revealed TI's *Transparency in Reporting on Anti-Corruption – a Report of Corporate Practices.*

While companies may often cite high-level, strategic commitments to prevent corruption, the report illustrates that the majority of the almost 500 leading listed companies from 17 countries do not provide meaningful details on the support systems required.

Only seven companies achieved the highest possible five star score. The strongest performance was found in companies based in Canada, the Netherlands, Switzerland, the United Kingdom and United States, with a three-star ranking. While companies based in Belgium, China, Japan, Russia and Taiwan achieved a one-star ranking on average. The report also shows that Chinese, Indian and Russian companies in high-risk sectors are falling far behind their competitors in other countries when it comes to reporting practices.

"Public reporting is an essential link in the accountability chain and it is crucial for combating corporate corruption," said Jermyn Brooks, Chair of TI's Business Advisory Board. "In the aftermath of the financial crisis, transparency is a key ingredient for companies seeking to restore public trust, but this can only happen if policies are implemented and reported on."

Just reporting on the existence of anti-bribery systems does not necessarily correspond to their actual effectiveness, yet such disclosure can be a strong indicator of the quality and comprehensiveness of a company's efforts to address bribery and corruption. TI is working with the companies to ensure that the next edition of the report will show improved performance.

Asia Pacific

Through the Asia-Pacific Economic Cooperation (APEC), **TI Australia** coordinated a programme for Small & Medium Enterprises (SMEs) with **Transparency Thailand** and TI's chapter in **Vietnam, Towards Transparency,** which both held workshops in their capitals and provinces. Participants learnt about the corruption-related pressures faced by local agencies and companies, increasing their understanding of the causes of bribery and the best ways forward for SMEs, such as forming an association or support network and adopting a code of conduct.

Africa and Middle East

In order to strengthen financial regulators' oversight capacity and to promote a transparent and accountable environment, **TI Kenya** conducted a study on integrity in the country's financial sector. The resulting report identifies several weaknesses, and will be used to advocate for increased transparency among financial actors.

The TI chapter, the **Lebanese Transparency Association,** launched several publications aimed at improving corporate governance, carried out governance assessments of three Lebanese companies and held quarterly awareness-raising events. It also held two pilot training courses targeting owners, directors and advisers of companies, and worked on a corporate governance code for state-owned enterprises.

Americas

Transparencia por Colombia developed a nine-module tool for strengthening ethical behaviour in Small and Medium Enterprises (SMEs), one of which is TI's *Business Principles for Countering Bribery.* In 2009, the chapter worked with larger companies to ensure that SMEs in their supply chains also implement the initiative. As a result, 82 companies joined (with a total of 7,500 employees), making a total of 328 companies that are working with the chapter to strengthen integrity in business – building their reputations while preventing financial losses through corruption. "The programme's impact on our organisation has been extremely valuable," said a representative of one participating company. "Our clients trust us completely. They know exactly what to expect and the relationship with our suppliers couldn't be better."

To help ensure accountability in private sector social initiatives, Mexico's TI chapter, ***Transparencia Mexicana,*** collaborated with a leading pharmaceutical company to monitor an initiative under which a proportion of profit from each product funds NGO projects to improve child nutrition. The chapter followed fundraising arrangements and the selection of NGO projects, and is developing an accountability scheme for NGOs that receive funds.

Europe and Central Asia

TI Czech Republic called for a police investigation into the potential bribing of doctors by a drug producer. Although the case was not brought to court, the chapter was invited to roundtable discussions between pharmaceutical sector stakeholders to redesign marketing rules and prevent the bribing of doctors. There is now higher public awareness of the issues, and greater responsiveness from authorities in investigating corrupt practices among pharmaceutical companies.

In response to insufficient anti-corruption measures among Norwegian businesses, **TI Norway** published a handbook on creating and implementing a corporate anti-corruption programme. *Protect your business!* addresses risks such as bribery, facilitation payments, political contributions, gifts and conflicts of interest.

To help reduce corruption risks in financial markets, **TI UK** published a report on the anti-money laundering regime in the United Kingdom and its overseas territories. *Combating Money Laundering and Recovering Looted Gains – Raising the UK's Game* contains more than 20 recommendations, including the need for greater transparency about the owners of trusts.



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DEFENCE AND SECURITY

ENGAGING GOVERNMENT AND BUSINESS

The problem

Estimated by SIPRI to be worth more than US $1.5 trillion (€1.1 trillion) a year and synonymous with secrecy, the defence and security sector is particularly vulnerable to corruption. National security concerns have often been used to shroud national defence establishments from public scrutiny. However, the secrecy that necessarily characterises certain defence activities is often used to veil much more than can be justified.

In addition to diminishing the operational effectiveness of countries' armed forces and public trust in military and security activities, corruption in defence undercuts economic growth, resources and security. The opacity and size of national defence budgets can open them to abuse by politicians looking for re-election funds. Corruption can have a destabilising effect on peace support and state-building, undermining national and international efforts to provide security and stability for hard hit populations.

The solution

Greater transparency in international arms transfers, defence contracting and defence and security institutions is needed to reduce corruption risks and increase integrity in the sector. While secrecy may be warranted in certain areas, increasing transparency in defence and security policy, budget, spending and procurement should not compromise national security.

Corruption risks are best tackled through strong commitments and cooperation between governments, armed forces, industry and civil society. As defence sales and purchases are linked to government policy, national security considerations and industry capacity, anti-corruption efforts need to be synchronised across purchasing defence ministries, exporting governments and contracted companies. Momentum needs to be built on progress already made, such as the defence industry's introduction of codes of conduct and common industry standards across different regions of the world.

Transparency International's global *Defence against Corruption* programme, led by **TI UK**, aims to build integrity and reduce corruption in defence and security establishments worldwide. Working with governments, defence companies, multilateral organisations and civil society, the programme supports national anti-corruption reforms, promotes transparency in arms transfers, and works to influence defence and security policy.

TI's 2009 report on codes of ethics and business conduct for defence and military officials illustrated that approaches to ethics varied widely, and most countries lack any form of training processes. Based on these findings, TI developed a set of general principles for a best-practice code and recommendations on specific issues, including bribery, gifts and hospitality, conflicts of interest, and private sector employment of former public servants.

Afghanistan, Bosnia-Herzegovina and Ukraine trialled TI's five-day anti-corruption training course, with lectures by international staff from governments and institutions. The course has now been taken by officials from more than 20 countries and covers corruption risks in the defence sector, military operations and peacekeeping, as well as the role of the media in tackling defence corruption.

In October, the UN General Assembly agreed a timetable for talks on a proposed Arms Trade Treaty to regulate the global trade in conventional arms. During negotiations, TI representatives gave a presentation on corruption risks and the arms trade, and have since been working with partners towards the inclusion of strong anti-corruption controls in the treaty, to reduce the likelihood of illegal arms transfers or arms being diverted to unintended recipients such as terrorist organisations.

As a result of TI's drive to raise standards, global defence companies formed the International Forum on Business Ethical Conduct, through which associations representing European and United States aerospace and defence industries have agreed on a set of global principles on business ethics. TI is supporting them to develop the principles for the inclusion of other countries.

TI continues to engage influential international actors through such forums as a major NATO conference to assess progress on the joint *Building Integrity in Defence Establishments* initiative, and at a workshop for senior African government and defence officials, which focused on building integrity and cutting corruption in Africa's defence institutions.

www.defenceagainstcorruption.org

Asia Pacific

TI Korea (South) is promoting transparency in the country's defence sector, regarded as one of its most vulnerable to corruption. A key member and former Secretary General of the TI chapter is leading three official ombudsmen for the country's Defence Acquisition Program Administration, helping it to increase transparency in defence acquisition projects.

> "THE SECRECY THAT NECESSARILY CHARACTERISES CERTAIN DEFENCE ACTIVITIES IS OFTEN USED TO VEIL MUCH MORE THAN CAN BE JUSTIFIED"



JUDICIARY

ENGAGING GOVERNMENT AND BUSINESS

The problem

A functioning judiciary is the guarantor of fairness and can be a powerful weapon against corruption. However, people's experiences in many countries fall far short of this ideal, eroding belief in the rule of law. In some countries more than 90 per cent of those who had contact with courts encountered bribe demands. And the total amount paid in bribes can reach staggering proportions. Justice for sale is no justice at all.

Corruption in the judiciary goes beyond the bribing of judges. There are bribes paid to other court personnel to slow down or speed up a trial, or to make a complaint go away. Judges are also subject to pressure from above, with legislators or the executive using their power to influence the judiciary, starting with skewed appointment processes.

Citizens are often unaware of their rights, or resigned, after so many negative experiences, to their fate before a corrupt court. Court efficiency is also crucial, as a serious backlog of cases creates opportunities for demanding unscheduled payments to expedite a case.

The solution

Judicial appointments and promotions should be overseen by an independent body and be based on merit, rather than favouritism. Similarly, salaries and pensions should be fair and reflect experience and performance, and a track record for integrity. Information on appointments needs to be open for civil society analysis.

Judges must also be protected from excessive risks that would keep them from ruling fairly when powerful interests are in play. This should include limited liability for decisions but also rigorous investigations when there are credible allegations against judges. In instances where corrupt behaviour can be proven, a fair and transparent removal process should be employed.

Africa and Middle East

Morocco's *National Integrity System* study called for reform in the judiciary, after reporting executive interference in judicial matters, the non-adaptation of national legislation to international conventions, and the lack of prosecutors' independence from the Minister of Justice. In response, TI's chapter in **Morocco, *Transparency Maroc,*** launched an advocacy campaign to raise awareness of the lack of judicial independence and to mobilise civil society, the private sector, donors and the media behind reforms to strengthen judicial power. With 10 partners, the chapter is drafting a memorandum on judicial reform, aimed at decision-makers and public opinion, which makes recommendations on transparency, access to information and fighting corruption.

TI Zambia published *How 2 Avoid Corruption When Accessing Judicial Services* – part of its 'How 2' series, produced in collaboration with public service providers. A thousand copies were widely distributed to teach people court processes and to inform individuals of their rights when dealing with the judiciary.

"JUSTICE FOR SALE IS NO JUSTICE AT ALL"

Americas

Transparencia por Colombia was one of 12 organisations which joined forces in the Visible Election Alliance, created to promote independence and transparency in the justice system. During 2009, the alliance worked to bring transparency to the selection of six Supreme Court magistrates and the Attorney General. As a result, the magistrate openings were advertised in the national media, there was a public hearing with the candidates, and the timetable for the process was made public. The alliance also generated debate on the requirements of the Attorney General's position, resulting in the Supreme Court rejecting the presidency's shortlist and a new shortlist being compiled. The process is ongoing.

Asia Pacific

TI Philippines recruited 195 'integrity champions' from the Criminal Justice System in 2009 and produced 18 integrity initiatives through a series of workshops, as part of a joint project with the Philippine Civil Service Commission to build integrity and enhance a culture of good citizenship. The initiatives included the production of the book *Organizing Integrity Circles: A Manual for Transformational Leaders,* the participation of TI Philippines in the Access to Information Network, lobbying for passage of the Freedom of Information Bill, and the chapter's lead role in monitoring the Philippines' compliance with the UN Convention against Corruption.

Europe and Central Asia

TI Romania formed a working group with TI chapters in **Albania, Bosnia-Herzegovina, Bulgaria, Macedonia (FYR), Moldova** and **Serbia** to identify regional challenges in fighting high-level corruption, improve regional law-enforcement capacities and align national and international standards. The group surveyed judges, prosecutors and police officers dealing with high-level corruption. Its report identified several challenges within the region's judiciary (such as low implementation of regulations and insufficient financial resources), and made recommendations including the adoption of international anti-corruption standards, increased participation of legal practitioners in setting national legal frameworks, higher salaries and better resource management.


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POVERTY AND DEVELOPMENT
SECURING BASIC NEEDS

The problem

Transparency International's worldwide public opinion survey, the *Global Corruption Barometer,* confirms each year that corruption hits poor people hardest. It prevents them from participating equally in political decisions, from enjoying equality under the law, from seeing their needs reflected in policies and budgets, and from accessing public goods and services.

Corruption is acknowledged worldwide as a fundamental cause of social and economic exclusion, conflict and confrontational politics. Decisions on food and energy security, natural resources, technology and investments are often compromised by corruption – with fatal consequences. In Sub-Saharan Africa, nearly 555 million people live on less than US $2 (€1.40) a day, which according to World Bank figures has almost doubled from 1981. Despite high growth rates, South Asia still has 600 million people living below the poverty line.

More than ever before, national and global integrity failures combined in 2009 to jeopardise progress towards the Millennium Development Goals. The undue influence of private interests in governments, policy making and regulatory frameworks undermines existing investments in poverty reduction.

The solution

Transparency International (TI) believes that the voices of disadvantaged people must be heard when development agendas are set and decisions taken that affect their lives. Poor people's views inform TI's global positions on equitable and sustainable development and aid effectiveness.

Focusing on the benefits that transparency and accountability brings to development, TI has brought together elected and administrative public officials, civil society and disadvantaged groups in a common drive to prevent corruption. Through high-level political advocacy, TI supports development agencies in ensuring the inclusive and informed participation of poor people in development processes.

Increasingly TI's anti-corruption tools, such as its easily adaptable *Development Pacts*, are recognised by public officials as helping them to achieve poverty reduction targets. Building on traditional partnerships with anti-corruption commissions, TI chapters are working with elected representatives and administrations keen to demonstrate integrity in development work. This helps to ensure greater accountability to disadvantaged people in contexts ranging from political decentralisation to reforms in health, education and water.

Africa and Middle East

Through the *Poverty and Corruption in Africa* project, launched in 2009, TI chapters in **Ghana, Liberia, Mozambique, Sierra Leone, Uganda** and **Zimbabwe** are working to empower local communities to demand transparency and accountability in basic service delivery. The project helps people living in poverty engage directly with local officials so that their priorities are reflected in local budgets, and they are able to hold authorities to account.

Under the project, the TI chapter, **Ghana Integrity Initiative,** has helped communities select monitoring and evaluation teams and a focal person to liaise with local authorities, and has trained people in social auditing and how to demand transparency and accountability from officials. To engage with local authorities and other stakeholders, a Poverty Watch Council representing diverse poor communities was set up by the TI chapter in **Liberia, CENTAL,** promoting participation by poor people in development initiatives. The TI chapter in **Sierra Leone, the National Accountability Group,** trained people living in poverty in two rural districts to monitor public services and increase transparency, helping them challenge and hold to account local officials. **TI Uganda** helped communities monitor service delivery in what they identified as the most corrupt sectors, such as health and agriculture, and to demand accountability from local leaders, based on their findings. As a result, improvement has been made in the authorities' responsiveness and transparency.

Because women are often more economically vulnerable than men, they are the main victims of vote-buying. The TI chapter in **Senegal, *Forum Civil,*** has launched a project to improve women's access to credit and increase their economic independence. Through the establishment of mutual funds, more than 800 women have received credit to set up their own businesses, so they can afford not to exchange political support for gifts or bribes.

Americas

At **TI Canada's** symposium *Aid versus corruption: getting your dollars to the world's poor,* speakers from the social and corporate sectors examined key issues in development aid, including the role of corruption and principles that could reduce it. The conference included reports on how corruption and the lack of transparency can prevent aid from reaching those who need it, and the detrimental effects of counterfeit drugs.

> "IF REDUCING POVERTY IS A SOCIAL PRIORITY, CONTROLLING CORRUPTION MUST BE AN EVEN GREATER ONE"
>
> *Ajit Mishra, Development Economist*

TI Guatemala, *Acción Ciudadana,* carried out a social audit to monitor and evaluate the transparency and accountability of the country's cash transfer social programme *Mi Familia Progresa* ('my family is making progress'). The programme helps more than half a million households living in extreme poverty in the country's poorest municipalities, focusing on pregnant women and those with children under 15 years. Through citizen participation, the audit evaluated the quality of health and education services, and monitored recipients' compliance with programme conditions. It highlighted programme strengths and weaknesses and ranked municipalities by their performance. Recommendations included strengthening controls and improving beneficiary complaint mechanisms.

Asia Pacific

After its 2008 corruption study found that poor rural households paid significant bribes each year to access free government services, **TI India** began a grassroots initiative to facilitate access to public services and state welfare schemes for 8,000 rural families living in poverty. The chapter raised awareness among rural people, government officials and civil society groups about local governance processes, the right to information, the citizen's charter and social audits. It also facilitated procedures for ensuring transparent access to basic services and welfare schemes. As a result, thousands of families are now receiving their basic entitlements.


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HUMANITARIAN ASSISTANCE

SECURING BASIC NEEDS

The problem

Transparency International believes that the most damaging impact of corruption is the diversion of basic resources from poor people. Corruption in humanitarian aid is the worst form of this, depriving the most vulnerable among the poor – the victims of natural disasters and civil conflicts – of essential resources. Although humanitarian assistance aims to save lives and alleviate people's suffering in times of crisis, it is not immune from corrupt abuse – as shown during humanitarian responses to the Asian tsunami and more recently in Afghanistan, Iraq, Liberia, Somalia and Sudan.

Relief is delivered in environments and circumstances often conducive to corruption. The injection of large amounts of resources into resource-poor economies where institutions have been damaged or destroyed by conflict or natural disasters can increase opportunities for the corrupt abuse of power. There is often pressure to spend aid money rapidly and immense organisational challenges in suddenly expanding the scope and scale of programme delivery. Commonly, countries where humanitarian aid is delivered already suffer high levels of perceived corruption prior to an emergency.

The solution

Transparency International (TI) offers humanitarian agencies and key stakeholders guidance and concrete methods for integrating anti-corruption remedies into their programme planning and delivery, and advocates for appropriate policies to support them. It works to improve accountability to emergency-affected aid recipients and to strengthen the integrity and effectiveness of humanitarian operations, maximising the aid resources that reach intended beneficiaries.

To build momentum, TI cooperates closely with the humanitarian community. TI's programme has improved the understanding of corruption risks in humanitarian assistance by engaging key humanitarian organisations as partners, supported by academic experts in humanitarian policy research. The resulting *Handbook of Good Practices for Preventing Corruption in Humanitarian Operations* was developed during 2009, involving extensive peer reviews and workshops, and distributed throughout the humanitarian community in 2010.

To strengthen the role of accountability to aid recipients in addressing corruption, TI is now targeting other humanitarian aid providers and local civil society stakeholders, who can monitor corruption risks and prevention efforts on the ground in emergency responses.

Africa and Middle East

Following the Israel-Lebanon conflict in 2006, the TI chapter, the **Lebanese Transparency Association,** is involved at all levels of reconstruction, starting with emergency relief. Around 5,000 people signed the chapter's petition for transparency in aid distribution and reconstruction, and it monitored specific rebuilding projects, including housing and bridges. The resulting report will be released during 2010.

Americas

The TI chapter in **Peru, *Proética,*** has continued to bring transparency to the reconstruction process following the 2007 earthquake. In 2009, it focused on improving communication channels to strengthen citizen oversight of the process. The chapter held public hearings, published a monthly local newspaper column, helped establish a weekly radio programme and developed a website giving statistics on what had been done. The chapter also formed committees that visited construction sites to validate official information, and carried out research in two communities showing that despite waiting for two years, only around 19 per cent of affected people had complete houses.


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"CORRUPTION IN EMERGENCY AID IS A MATTER OF LIFE AND DEATH"

Christiaan Poortman,
Director, Global Programmes,
Transparency International

Europe and Central Asia

After the 2008 Georgia-Russia conflict, international donors pledged US $4.5 billion (€3.2 billion) in aid to Georgia. **TI Georgia** monitored use of these funds, in particular the government's shelter programme for Georgia's 250,000 internally displaced people (IDPs). At an EU-led conference, the chapter presented research reporting that the government IDP housing policy was often implemented without planning. It subsequently worked with the ministry responsible to improve accountability and transparency in IDP aid programmes.

Following corruption cases that have weakened confidence in humanitarian and development NGOs, **TI Switzerland** adapted TI's *Business Principles for Countering Bribery* into anti-corruption guidelines for the Swiss development sector. It also held a roundtable meeting where NGO delegates acknowledged the sector's lack of experience in implementing anti-corruption strategies in its programmes, and the need to talk openly about corruption if they are to successfully combat it.


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ACCESS TO PUBLIC SERVICES

SECURING BASIC NEEDS

The problem

Weak institutions and insufficient oversight allow the diversion of funds meant for public services such as health and education. Public expenditure tracking surveys in some countries have found that as much as 80 per cent of non-salary funds, transferred from national to local level, do not reach health facilities.

At the delivery end, poor governance often means that public servants, such as head teachers or hospital staff abuse their positions to extort bribes from the very people they should be helping. For the victims this can mean deciding whether a family can afford the bribes to send their child to school. And where families are unable to pay for multiple children to attend, it is often girls that are denied an education.

In healthcare an even more damaging type of corruption can cost lives, when counterfeit or adulterated medications are sold to hospitals after being expedited across borders and along the supply chain. The result: critical medications are useless and patients can die. And even where no fatalities occur, efforts to combat the major health challenges facing the world today, including malaria and HIV/AIDS, are severely undermined.

The solution

Funds for public services and institutions, including schools, hospitals and infrastructure must be subject to budget transparency, so that citizens, activists, investigators and journalists can track funds and prevent them being siphoned off. Information should be accessible and easy to understand. In addition to raising awareness of the problem among the broader public, citizens must also be encouraged to demand accountability and transparency at a local level, whether it is scrutinising the budgets for public schools or simply knowing about the official charges for public services.

Increasingly governments seek to include civil society and citizens in consultations on national sector policies and at local government levels in the planning and implementation of services. Where participation is not informed, institutionalised and inclusive, though, it fails to prevent corruption in the use of funds and continues to exclude already disadvantaged groups from the delivery of vital services.

In many cases, the solution goes beyond national borders and requires cooperation between countries. To tackle counterfeit drugs, a holistic approach is necessary - working with customs, suppliers and medical institutions in country and initiating mutual legal assistance to get to the source, usually abroad.

Africa and Middle East

TI continued its *Transparency and Integrity in Service Delivery in Africa* programme in **Cameroon, Ghana, Kenya, Nigeria, Senegal, South Africa, Uganda** and **Zambia.** Based on research and advocacy, the programme supports African civil society to demand transparent and accountable financial management in the education, health and water sectors. As part of the project, for example, **TI Zambia** met with the Ministry of Health to propose collaboration on developing community participation, after a study by the chapter found that local participatory structures weren't functioning. The ministry authorised collaboration in three Zambian districts, to help promote accountability and quality service provision.

Americas

Mexico's TI chapter, ***Transparencia Mexicana,*** was invited by the Education Ministry and the National Union for Education Workers to design and coordinate a citizens' movement to observe the teachers' entrance examination, to address allegations that teachers buy, sell or inherit positions. With the support of 46 NGOs and 196 citizen-observers, the exam was made available in 142 schools. Observation results were publicly issued the next day, strengthening trust in the process and highlighting improvements needed. The chapter also monitored the distribution of six extraordinary state funds, paid to public universities to help increase student numbers, pay salaries and fund pensions, worth a total of US $470 million (€338 million).

> "WATER IN KIBERA, KENYA, ONE OF THE WORLD'S LARGEST SLUMS, COSTS THREE TIMES MORE THAN IN MANHATTAN OR LONDON"

UN Development Programme



© Flickr/World Bank Photo Collection


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Asia Pacific

In **TI Bangladesh's** national household survey 44 per cent of patients in public health facilities reported having paid bribes. In response, the chapter provided mobile advice services in public hospitals to provide patients with information about their rights. Nearly 130 information desks run by youth volunteers advised almost 30,000 people. The efforts paid off, with more doctors being available on time, the prevention of unauthorised payments, the setting-up of information boards and complaint boxes, and fewer patients diverted to private clinics for services that are available in public hospitals.

More than 60 representatives from Vietnamese government agencies, civil society, donors, hospital management and the media attended roundtable talks held by the TI chapter in **Vietnam, Towards Transparency,** helping lift the taboo on discussing corruption in the health sector. Participants reported conflicts of interest, abuses of power and unethical behaviour in the sector. The chapter presented other TI initiatives to promote transparency and accountability in the health sector, and will conduct research to inform advocacy for government policies that prevent corruption.

Europe and Central Asia

Following the swine flu alert, **Transparency Germany** criticised conflicts of interest and non-transparent decision-making. The media gave wide attention to issues raised by the chapter, such as the close ties between members of the national regulatory authorities and the pharmaceutical industry producing vaccinations.

TI Romania's 2009 *National Corruption Report* examined how the national anti-corruption strategy is being followed in the education and health sectors. It found worrying reports of low- and high-level corruption among health practitioners, indicating that corruption prevention policies still require enforcement. The education sector also needs major reforms to combat corruption in order to meet European transparency standards.

An Ideal Formula

Since the UNESCO-led Education for All campaign began in 1990, many more children are enrolled in primary school in Sub-Saharan Africa. But improving education isn't just about numbers in classrooms. Recently, many African countries have also restructured primary school administration from a centralised bureaucracy to a regional approach, aiming to give local communities greater say in how schools are run.

It sounds like an ideal formula for improving the quality of education. But can local oversight control corruption enough to deliver better schooling? In 2007 Transparency International's (TI) three-year *African Education Watch* programme was established to find out, conducting research into whether decentralised management systems prevent corruption and are accountable. The programme surveyed 8,500 parents, head teachers, Parent Teacher Association (PTA) heads and district education officers in seven countries: Ghana, Madagascar, Morocco, Niger, Senegal, Sierra Leone and Uganda. All had abolished tuition fees and adopted more decentralised administrative systems in recent decades. But the programme's report, *African Education Watch: Good governance lessons for primary education,* finds that while decentralisation seems a good idea, poor governance and management are jeopardising its implementation.

A lack of measures as simple as detailed record-keeping means the transfer of funds and supplies from central governments to schools are easily diverted. Head teachers and those managing budgets lack training in financial management, and 85 per cent of schools fail to keep financial information. Funding for schools isn't transparent, roles and responsibilities of decentralised authorities managing them are often unclear, and external inspections are rare. Overall, 44 per cent of parents reported paying fees for primary education, although primary schooling in these countries is free by law. Unsurprisingly, many believed their education systems are skewed by corruption.

It all adds up to bad governance, which undermines the delivery of quality education, creates opportunities for corruption and exacerbates the disadvantages faced by some of the world's poorest people. "Increasing school enrolment isn't enough," said TI's Stephane Stassen, then head of *African Education Watch.* "To ensure true, lasting progress in education levels and the best use of scarce resources, oversight and accountability must be improved."



Photo: Madagascan students at one of the schools that participated in TI's *Africa Education Watch* programme

The report makes recommendations for strengthening the management of education resources, including better rules for keeping school records, frequent inspections to ensure rules are respected, and training to enable school managers and parents to administer and oversee budgets. Education ministries should clarify and publicise the roles and responsibilities of local education authorities (particularly regarding financial transfers).

The research also found that most parents don't try to access financial information about their children's schools. Public awareness campaigns are needed to educate parents about their rights, promote community participation in school management and improve citizen monitoring of service delivery.

TI chapters in the seven countries will work with governments and civil society to help implement these recommendations. Only with stronger management capacity and accountability mechanisms will decentralisation be the formula for better quality learning – and Education for All be achieved.

TRUE STORY

Diagnosing Abuse

The difficult conditions facing many Palestinians, where almost a third are unemployed, means that the job protection and social benefits provided by a workers' union are vital.

When Salem* contacted his local union for advice on his health insurance, he was confronted with an unexpected charge of 80 New Israeli Shekels (US $20 / €14) - more than the average daily wage in the West Bank. Salem later discovered the service should have been provided for free.

Disillusioned by the experience, Salem promptly contacted the TI chapter in Palestine, AMAN. He reported what had happened and sought advice on what steps could be taken to recover his money. Concerned that other citizens might also be paying for a service that they were entitled to at no cost, AMAN reported the case to the Minister of Labour. A committee was established to investigate whether Salem's case was an isolated incident or if similar discrepancies had occurred in the public service delivery at other unions.

The investigation revealed that other workers' unions in the West Bank had also unfairly charged for services that should have been for free. This discovery prompted the Minister of Labour to write to each of the unions and explain that such practices were illegal and that any unions found flouting these rules would do so at the risk of facing stiff penalties. The ministry made sure that Salem got a fair deal on his health insurance and, in order to raise public awareness of the registration procedure, produced a publication on the health insurance system.

*names have been changed.

This case is one of thousands processed by Transparency International's Advocacy and Legal Advice Centres. The centres, now in more than 40 countries, provide assistance to victims and witnesses of corruption, helping them to pursue their complaints.

> "OTHER WORKERS' UNIONS IN THE WEST BANK HAD ALSO UNFAIRLY CHARGED FOR SERVICES THAT SHOULD HAVE BEEN FOR FREE"


© Greenpeace/Jeremy Sutton-Hibbert

NATURAL RESOURCES
SECURING BASIC NEEDS

The problem

Natural resource management, whether of fossil fuels, minerals or logging, too often falls prey to inefficiency or outright theft, fuelling conflict and undermining development, and specifically the achievement of the Millennium Development Goals (MDG).

According to World Bank estimates, 3.5 billion people live in countries rich in oil, gas or minerals. The tragedy is that so may of the countries endowed with great natural resource wealth remain home to some of the world's poorest communities. When resource income is siphoned off, only the interests of an elite few are served.

More than 2.6 billion people currently live without sanitation and Transparency International's 2008 *Global Corruption Report* estimates that corruption adds US $50 billion (€36 billion) onto the price tag of achieving the MDG on water and sanitation. Corruption in the water sector also means an increase in water-stressed communities, hampering the global response to climate change.

The corruption which facilitates illegal logging undermines the best attempts at regulation and enforcement. This has a direct impact on the poorest communities worldwide, 90 per cent of which rely on forests for their livelihoods. Corruption in the sector also undermines forests' ability to capture carbon dioxide and serve as a bulwark against global warming.

The solution

In order for countries to escape the downward spiral of resource wealth and corruption there needs to be a greater effort to bring transparency to the often opaque extractive industries. This means that companies have to be more rigorous in their reporting and internal anti-corruption policies. Wealthy nations home to some of the world's biggest extractives enterprises must cease tolerating corrupt practices abroad by their companies. Resource-rich countries should also be more transparent in terms of natural resource income and royalties. Civil society and a free media need to be fostered so that citizens can 'follow the money', ensuring, in the long run, that corruption becomes a high-risk, low-profit activity.

International governance initiatives, including global climate change mechanisms, such as the Clean Development Mechanism and Reduced Emissions from Deforestation and Degradation, provide effective starting points for tackling corruption in the timber trade.

In the water sector, greater transparency in distribution schemes will put an end to access determined by moneyed interests, which currently devastates many poor communities. Water-related contracts must also be open and fair; and wide shareholder involvement will foster demand for accountability in the water sector.



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Transparency International works with a range of stakeholders to promote good governance and curb corruption in the water sector. In 2009, TI and the World Bank Institute teamed up to produce a practical manual for improving coverage and supply of water supply and sanitation. *Improving Transparency, Integrity and Accountability in Water Supply and Sanitation* was launched at the Center for Security and International Studies in Washington D.C. and presented by Sanjay Pradhan, Vice-President, World Bank Institute and Huguette Labelle, Chair of TI. The Spanish language version was also published in 2009.

Through the Hydro Sustainability Assessment Forum, TI is helping to update the Hydro Sustainability Assessment Protocol of the International Hydropower Association aimed at establishing a broadly-endorsed sustainability assessment to measure and guide performance in the hydropower sector. The forum includes government representatives from China, Germany, Iceland, Norway and Zambia, financing institutions (Equator Banks and the World Bank), and civil society (The Nature Conservancy, Oxfam, TI and WWF). The revised protocol will be issued in 2010.

Africa and Middle East

Oil, gold and uranium are mined in Niger, with major environmental costs. The TI chapter in **Niger, ANLC-TI,** is part of the country's Extractive Industries Transparency Initiative, working to tackle the opaque system of contracts and licensing. Under the initiative, mining companies declare fees paid to the state, which in turn publicises revenue received from the mining companies. The chapter also carried out advocacy on permit distribution and trained more than 80 citizens in budget monitoring.

Transparency in Nigeria and partners have launched a Coalition for Accountability and Transparency in the Extractive Industry, Forestry and Fisheries. The coalition will be open to civil society, professional bodies, the media and other organisations related to Nigeria's natural resources. At its first annual general meeting, a steering committee was elected, which is now developing a three-year strategic plan.

> "ILLEGAL LOGGERS USUALLY CARRY GUNS...ONCE THEY DELIVER THE LOGS TO THE SAWMILLS [SAYS A FORMER POLICEMAN] THE MAFIA 'LEGALISES' THEM BY BRIBING OFFICIALS"

BBC News

Asia Pacific

Launched in January 2009, the first phase of TI's *Forest Governance Integrity* programme brings together TI chapters in **China, Indonesia, Malaysia, Papua New Guinea** and the **Solomon Islands.** The programme has already succeeded in raising awareness among global and regional stakeholders of the need to address corruption in the forestry sector. At Forest Day 3 in Copenhagen, TI co-hosted a panel discussion on transparency and governance in forestry. Participants' showed a strong demand for action against corruption, from international NGOs to local actors, including indigenous people. The chapters are involving partners and stakeholders in the programme: Indonesia's Ministry of Forestry has already indicated strong commitment to promoting transparency in the sector, assigning TI Indonesia as lead coordinator for the Timber Legality Monitoring Group. The programme has also produced a risk analysis and monitoring framework for the forest sector, which outlines steps to identify corruption risks and to analyse prevention measures and gaps. The framework is being piloted by the five chapters and will subsequently be available for other organisations.

A **TI Nepal** study, supported by the World Wildlife Fund Nepal, established direct links between corruption, the poaching of endangered rhinos and tigers, and the illegal trade in their parts. The study highlighted strong connections between cross-border smugglers, politicians, bureaucrats, security agencies and customs officials – aided by political intervention, legal loopholes, lax enforcement, resource constraints and poor coordination among key players. The study recommended the formation of a high-level coordination committee against poaching and illegal trade, a strategic plan for trans-boundary cooperation, resource mobilisation, and strong laws with strict enforcement. TI Nepal is discussing its findings with the government and stakeholders.

Europe and Central Asia

In 2007 the Armenian government awarded a major mining concession in forestland rich in endangered species. The award process was highly opaque and the winning firm was an offshore entity with no public profile. The government circumvented its legal obligation to prepare an environmental impact report, meaning the public initially knew nothing about the project's potential effect. Later expert assessments indicated that the mining would cause environmental damage. In response, TI's chapter in **Armenia, Transparency International Anti-Corruption Center,** joined the Teghut Defense Group to mobilise public pressure on the government to reconsider the award, and filed a lawsuit with its partner organisations requesting that the government's decision be declared invalid. The lack of transparency in the process and the handling of the claim by the courts and other public bodies fuelled speculation about high-level interest in pushing the project through. The coalition appealed after the suit was rejected on the grounds that the plaintiff's rights had not been violated. Although the decision was upheld, the coalition gained wide media coverage and public support.

To protect citizens from private interests and bring greater transparency to the behaviour of private water companies, **TI Czech Republic** published the study *Water Industry Privatisation in the Czech Republic: Money Down the Drain?.* Examining the privatisation of four major water management companies in the country, the study traces how networks of ownership and long-term operator agreements lacking in transparency developed, estimating how much has been lost in public sector funds through the sale of the profit-generating arms of water management companies.


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PROTECTING AND ADVANCING RIGHTS

EMPOWERING CHANGE

Transparency International works around the world to empower individual's to take a stand against corruption. TI provides victims and witnesses of corruption with free assistance and advice through its Advocacy and Legal Advice Centres (ALAC). Each year, thousands of people phone the centres' corruption hotlines or drop in, recount their experiences, and receive advice and legal support. During 2009, more than 20,000 people sought help from the centres. From pensioners to entrepreneurs, clients span all sectors of society, and the diversity of their allegations – ranging from small bribes to multi-million dollar fraud – shows how corruption affects people from all walks of life.

By tracking these individual experiences and identifying persistent problem areas, the centres build advocacy campaigns for institutional, procedural and administrative anti-corruption reforms that are rooted in concrete evidence while preserving strict client confidentiality.

Photo: TI Bosnia-Herzegovina makes sure citizens know their rights

In the TI multi-stakeholder tradition, the centres develop positive relationships with government institutions, advising them on how they can best respond to citizens' corruption complaints.

Experience shows that over time, as a centre proves itself a constructive and persistent presence, government institutions become increasingly responsive to TI supported complaints and recommendations.

First piloted in 2003 in South Eastern Europe, the centres have grown in strength and numbers throughout the TI movement, reaching people in new countries and regions. In 2009, the network grew to 52 centres operating in 39 countries. In 2010, TI is planning to open centres in 14 new countries, from Finland and Turkey to Madagascar and the Solomon Islands.

Africa and Middle East

The TI chapter in **Liberia, CENTAL,** rallied stakeholders from government, NGOs and the media in a joint civil society-government partnership that led to the drafting of whistleblower protection legislation. Using the draft legislation, Liberia's President signed an Executive Order giving whistleblowers protection for a year while the draft passes into law.

The **Moroccan** TI chapter, ***Transparency Maroc,*** opened an ALAC in January 2009 which served 300 people during the year. The centre has developed contacts with other organisations, especially in human rights, so they can refer people needing assistance. It also carried out a large scale media and communications campaign to reach out to citizens wanting to report acts of corruption. It is now building relations with the authorities to help them detect and prevent corruption in their services.

Transparency Rwanda's ALAC received 332 cases in its first year. The complaints covered several categories including education, health, justice, international development, children's rights and local government. A workshop with public partners, civil society, international organisations and the private sector has been organised to promote awareness of the ALAC's achievements and how it can help people.

Following the country's ratification of the UN Convention against Corruption two years ago, **TI Zambia** has been pressing for whistleblower legislation to fulfil commitments made under the convention. Zambia's government has now begun formulating legislation to protect whistleblowers from retaliation when they report corruption.

Americas

By its first anniversary, the ALAC run by the **Guatemalan** TI chapter, ***Acción Ciudadana,*** had been contacted by more than 800 people and had pursued numerous cases of corruption. Successes included the dismissal and sanctioning of 10 public officials, and the submission of reports to government ministries on embezzlement and to the Judicial Council on the abuse of authority.

Asia Pacific

After launching an ALAC, staff from **TI Fiji** visited communities nationwide, discussing corruption and providing legal assistance. Overwhelming numbers of people have since sought help with corruption-related problems. The chapter gives on-the-spot legal advice, follows up with organisations accused of corrupt activities, drafts letters for clients and refers them to other organisations that can assist further. The visits help empower people to report corruption in their communities, and are arranged through networking with community leaders and by encouraging people to write in and invite TI Fiji staff.

To protect citizens from potential malpractice in the construction sector, **TI Pakistan** approached a court to seek transparency. As a result, the court ordered the Karachi Building Control Authority to post on its website all information regarding projects for sale to the public, as required by law. Besides the apartment prices, this included the names of people who had reserved an apartment to prevent builders from potentially selling the same property to multiple owners.

Photo: The Lebanese Transparency Association's rotten apple billboard advertisements tell citizens they don't have to put up with corruption



© TI Lebanon

Europe and Central Asia

TI Azerbaijan operates five ALACs throughout the country – the first was established in 2005. In total they have received more than 23,000 complaints, provided legal aid to more than 13,880 clients and accepted 3,112 formal complaints – approximately 95 per cent of which have been resolved by various public agencies to the full or partial satisfaction of clients. Contributing to the establishment of an anti-corruption hotline, amendments to the criminal code (to incorporate penalties for corruption related offences) and the writing of a draft conflict of interests law, are just a few examples of the chapter's successes to create structural change.

TI Bosnia-Herzegovina continued to help citizens report corruption through its ALAC, receiving 970 calls through its hotline, involving the judiciary, education, privatisation, customs, health care and local administration. In one case, the chapter made live television and radio appearances and sent letters to the selection committee over reported irregularities in candidate selection for the radiology residency programme at a clinic. As a result, the selection of one of the candidates was revoked and the competition for that position re-opened.

The Center for Anti-Corruption Research and Initiative-TI Russia set up its third helpdesk to advise citizens facing corruption. It also held two roundtable events, one for human rights activists in Voronezh and one attended by more than 100 students at Voronezh State University on the specifics of corruption in Russia. The chapter also launched its online portal to help victims of corruption, with sections on anti-corruption legislation, instructions for making formal complaints, and details of major anti-corruption bodies and hotlines. The portal - www.askjournal.ru - received more than 130,000 visitors in one year.

Alternative to Silence

Although whistleblowing is instrumental to fighting corruption, potentially saving lives and resources, it can often carry high personal risk for whistleblowers – particularly when there is little legal protection to save them from dismissal, humiliation and even physical abuse. To help promote the reporting of corruption, TI implemented a research project into whistleblowing, in collaboration with chapters in **Bulgaria, the Czech Republic, Estonia, Hungary, Ireland, Italy, Latvia, Lithuania, Romania** and **Slovakia.**

The resulting report, *Alternative to silence: whistleblower protection in 10 European countries,* found that most countries surveyed lack adequate laws to protect whistleblowers. At the time none of the countries, bar Romania, had stand-alone whistleblower protection legislation (Hungary and Lithuania were in the process of drafting it). In many countries, the act of reporting may be superseded by other laws prohibiting the release of information, while libel and defamation regulations deter whistleblowing.

This legal void is reinforced by negative attitudes towards those who report wrongdoing, which deter insiders from exposing corruption. The term whistleblowing has negative connotations in former Soviet block countries, seen as synonymous with being an informant or traitor, while Ireland suffers a similar legacy from political unrest.

TI called on countries to introduce and enforce comprehensive whistleblower legislation that protects informants and ensures claims are investigated. Companies, public bodies and non-profit organisations should introduce mechanisms for internal reporting. Public education to de-stigmatise whistleblowing is also essential, so citizens understand how disclosing wrongdoing benefits the public good.

Following the report's publication, a TI delegation attended a landmark vote in the Council of Europe's Parliamentary Assembly, which unanimously approved a resolution asking member states to implement comprehensive whistleblower protection and to promote a culture conducive to whistleblowing.



Transparency International's 'Alternative to Silence' whistleblower protection campaign

'Unbowed and Unafraid'

For most of us, doing well at work means recognition, promotion, perhaps a pay rise. For people whose job involves exposing corruption, doing well at work can mean intimidation, threats, legal barriers and physical harm. Lasantha Wickramatunga, editor of *The Sunday Leader,* worked tirelessly to uncover corruption in Sri Lanka's political and public arena.

Travelling to work in 2009, Wickramatunga was shot by unidentified gunmen. He had received numerous death threats throughout his career and was detained several times because of his controversial articles. In 2000, when Wickramatunga received TI's first Integrity Award in recognition of his bold investigative journalism, he had faced defamation charges, his newspaper was temporarily banned by the government, and he and his family faced threats and physical attacks.

"Lasantha was a symbol of dissent whose motto was 'unbowed and unafraid'. His life was full of challenges revolving around exposing corruption," says J.C. Weliamuna, Executive Director of TI Sri Lanka. "When the media was attacked with impunity, he stood strong exposing those responsible. His death exposed the danger of being a corruption fighter."

Despite international condemnation and street protests by hundreds of Sri Lankan journalists, the likelihood of the perpetrators being brought to justice remains small. "At least 14 journalists or other media workers have been killed in Sri Lanka over the past three years," reports Amnesty. "More than 20 have left the country due to death threats… The police have yet to find the killers of any murdered journalists."

"Journalists face murder, harassment, abduction and arbitrary detention," says Reuters. Media rights group Reporters without Borders ranked Sri Lanka 162nd out of 175 countries in its 2009 *Press Freedom Index*.

There's a worrying pattern of violence and intimidation against the media and civil society in Sri Lanka. In September 2008, Weliamuna and his family escaped injury when their home suffered a grenade attack, which has yet to be fully investigated.

Instead, Sri Lanka's government has increased scrutiny of NGOs and is in the process of seeking legal power to act against them. TI has appealed to the government to restate publicly its commitment to the basic right of freedom of expression. The chapter's critical but constructive work is in keeping with TI's non-partisan and non-confrontational approach worldwide, but its ability to operate is currently under serious threat. Staff have received hate-mail and threatening calls, and Weliamuna faces ongoing harassment.

Like Wickramatunga, doing his job well means a choice between acting against corruption at great personal risk, or keeping quiet. Weliamuna and his colleagues are ordinary people who've made themselves exceptional by choosing to speak out against corruption, unbowed and unafraid.



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Photo: A candlelight vigil in Colombo, Sri Lanka, marks the first anniversary of Lasantha Wickramatunga's death on 8 January 2010

TRUE STORY

Unhealthy Practices

Parents Liza and Alex* were put in a situation any parent would dread when they took their newborn baby to hospital for medical treatment. The family had travelled to Armenia's capital Yerevan, but on arriving at the hospital, they were informed that there was no room for them to stay in the hospital with their baby. Nurses allegedly demanded money in exchange for allowing Liza to remain with her baby throughout the hospitalisation and threatened to remove her from the premises if they did not pay. The family could not afford to pay any amount and had no place to stay in the capital.

Alex turned to the TI chapter in Armenia, TI Anti-Corruption Center, for help. While the centre had never received any similar cases, the team believes that the practice of lower level employees handing over money to their supervisors is widespread.

The centre immediately contacted the Ministry of Health and the hospital's Chief of Medicine to establish if there were grounds for requesting money. Within two hours the Chief of Medicine responded. He insisted that there had been a simple misunderstanding and directed his staff to provide the baby's parents with accommodation at the hospital, free of charge and without delay, as required by law.

TI stayed in contact with Alex throughout the day to ensure that their baby received the necessary treatment.

*names have been changed.

This case is one of thousands processed by Transparency International's Advocacy and Legal Advice Centres. The centres, now in more than 40 countries, provide assistance to victims and witnesses of corruption, helping them to pursue their complaints.

> "THE FAMILY COULD NOT AFFORD TO PAY ANY AMOUNT AND HAD NO PLACE TO STAY IN THE CAPITAL"



© Proética

ANTI-CORRUPTION EDUCATION AND TRAINING

EMPOWERING CHANGE

Corruption is not inevitable.
Yet in countries where corruption is institutionalised and socially ingrained, it is difficult to distinguish corruption as a problem from just 'the way things are done'. Meanwhile, in countries where petty bribery is rare, the effects of corruption may seem far removed from daily life, while its costs are not widely known.

Laying the building blocks for a culture of integrity, accountability and transparency is instrumental to people saying no to corruption both today and tomorrow. Transparency International (TI) works around the world to increase understanding of corruption in all of its forms and equip people – from students to journalists, judges and businesspeople – with the means to take an active stance against it.

With nearly a fifth of the world's population between 15 and 24 years old, young people in particular have the potential to drive real change as today's citizens and tomorrow's leaders. However, in comparison to other groups, they are often more exposed to bribery. Out of all the ages groups surveyed in TI's 2009 *Global Corruption Barometer*, people under 30 years reported paying bribes the most frequently. Whether bribing to go to school, pass an exam or get a job, this early introduction to corruption sets a dangerous precedent. Young people need to be a catalyst for a brighter future rather than resigning themselves to the status quo.

> "YOUNG PEOPLE IN PARTICULAR HAVE THE POTENTIAL TO DRIVE REAL CHANGE AS TODAY'S CITIZENS AND TOMORROW'S LEADERS"

Photo: An artist at an anti-corruption festival organised by the TI chapter in Peru, Proética. His t-shirt reads 'I didn't bribe today and I won't tomorrow'. The festival was part of the National Anti-Corruption Network project, which was supported by the Millennium Challenge Corporation, USAID and OSI.

Transparency International welcomed more than 300 visitors to its secretariat's offices in Berlin during 2009 for presentations on corruption and TI's work around the world. The diverse groups included journalists, diplomats, students and government officials from all around the world.

Africa and Middle East

Between 2004 and 2009, the TI chapter, the **Ghana Integrity Initiative,** organised 74 anti-corruption workshops to educate citizens in good governance and accountability issues. Participants also designed activities for their own communities, partnering with the media, so the anti-corruption message will reach many more people.

The TI chapter, the **Lebanese Transparency Association,** trained more than 500 young activist leaders to address corruption and bad governance. The chapter equipped them with the skills to combat inefficient and corrupt governance, training them in areas such as citizenship, good governance, budgeting and project management. The project also provided 28 grants of US $5,000 (€3,600), so they could implement community projects to encourage transparency and bridge sectarian divides.

Using brochures, t-shirts, SMS messages, radio shows and stickers, the **Liberian** TI chapter, **CENTAL,** launched a campaign to educate people about the national anti-corruption strategy. The chapter mobilised support through community meetings and worked with the media, civil society and business groups to explain the strategy and build momentum towards achieving its goals.

Americas

Transparencia Mexicana, the TI chapter in Mexico, held its third Transparency and Accountability Week in almost 1,000 high schools across the country, in partnership with the NGO *Mexicanos Primero* and the Ministry of Education. Meetings between students, parents, teachers, union members and communities mobilised more than 800,000 people, and head teachers shared information on income and expenses, academic improvement plans and goals achieved.

Under a pilot school programme run by ***Transparencia Venezuela*** in partnership with the organisation *Civitas Venezuela,* 126 students learned about integrity, the public good, recognising corruption, and public administration issues. Children made commitments to transparency on a mural, performed plays on corruption in their own communities and hung ideas to promote transparency on a 'wish tree'.

Asia Pacific

TI Korea (South)'s 2009 *Youth Integrity Index* survey showed a slight improvement in overall integrity from past years – although 20 per cent of the students surveyed, aged 12-18, said they consider wealth more important than living honestly.

TI Papua New Guinea organised a 10 day youth democracy camp in which young people from 14 different provinces participated. Representatives from TI Fiji and Vanuatu joined prominent guest speakers, including a former chief ombudsman, for workshops and seminars on such topics as the work of parliament, the role of media in democracy and human rights. Many students have since worked to promote anti-corruption awareness in their own communities.

TI Sri Lanka created a national youth coalition and organised 15 seminars to raise awareness of corruption and governance issues and to motivate young people to challenge corruption. Nearly 500 young people entered an anti-corruption competition, organised by the chapter, submitting 2,500-word essays on fighting corruption. The chapter also held three training workshops on investigative journalism, teaching accurate and impact-oriented reporting. The network of journalists established through the training programme works closely with the chapter, sending articles for input before publication. Some have uncovered regional corruption, forcing the authorities to take action.

Working alongside local government authorities, **Transparency Vanuatu** carried out a major programme of civic education workshops. From 2007 to 2009, 67 workshops reached more than 1,700 people – a major logistical achievement among the country's 80-plus islands. The chapter also distributed booklets in the local language on corruption, civic awareness and Vanuatu's constitution.

Europe and Central Asia

Around 600 civil servants, police officers and business people attended more than 30 tailor-made anti-corruption training sessions organised by **TI Czech Republic.** As well as increasing knowledge of anti-corruption measures, public procurement and how to tackle corruption, the sessions were designed to enhance participants' personal commitment to fighting corruption and supporting whistleblowing.

In partnership with the State University High School of Economics, **The Center for Anti-Corruption Research and Initiative-TI Russia** established the Laboratory of Anti-Corruption Politics, a platform for research and analysis of corruption in Russia and a discussion club for students interested in fighting corruption. A resource centre is planned and the laboratory will carry out anti-corruption training and research.



© TI Sri Lanka

RECOGNISING LEADERSHIP

EMPOWERING CHANGE

Fighting corruption requires more than tools and programmes – it requires role models who inspire. Everyday, individuals and organisations around the world stand up to corruption. From accountants and government officials, to school teachers and journalists, their backgrounds may be diverse, but the message is the same: corruption can be beaten.

Transparency International (TI) strives to make this message heard, showing that it is possible for ordinary people to do extraordinary things. In some parts of the world speaking out against corruption can be met with threats, intimidation and physical harm, even death. Repressive laws and regulations in some countries are state sanctioned hazards that make for a climate of intimidation. Yet individuals work at great personal risk to make their voices heard in places where dissent is not tolerated. Their courage and determination gives a sense of hope and empowerment to corruption's countless victims, as well as inspiration for the anti-corruption community.

> "IT IS POSSIBLE FOR ORDINARY PEOPLE TO DO EXTRAORDINARY THINGS"

Photo: Anti-corruption hero W.M.Chandana Jayatissa (left) receives TI Sri Lanka's 2009 National Integrity Award

Africa and Middle East

The TI chapter in **Senegal, Forum Civil,** is highlighting best practices in local governance by creating a 'transparency and integrity label' – an award for local authorities which voluntarily submit their governance practices for citizen certification. The chapter held workshops on areas such as justice, taxation, customs and local authorities, to help participants understand the causes of poor governance and create action plans to increase the public's involvement in policy formulation.

Americas

The World Bank gave an anti-corruption action award to ***Transparencia por Colombia's*** business strategy, in recognition of innovative solutions to corruption that highlight the role of the private sector.

Awarded annually by TI and the Press and Society Institute, the prize for the best media investigation into corruption in Latin America and the Caribbean was won by two series of articles: one reporting public sector corruption over contract awards in Brazil; the other, illegal financial dealings in several countries by Catholic Church officials in Costa Rica. Selected from 189 entries from 19 countries, both winning stories had a strong impact: implicated individuals resigned from their positions and were brought before the courts. Investigations in both cases are ongoing.

The director of the **Dominican Republic's** Anti-Money Laundering Unit received the TI chapter ***Participación Ciudadana's*** *National Integrity Award* for his role in prosecuting the perpetrators behind the country's 2003 bank fraud. The awards ceremony took place at a dinner conference organised by the chapter on "Drug trafficking and corruption: its impact on democratic processes". Javier Zaragosa, Prosecutor of the Supreme Court Chamber and head of the National Court of Spain, gave a key note address to an audience of government, business and civil society representatives.

Asia Pacific

TI Sri Lanka's annual *National Integrity Award* ceremony was attended by nearly 400 people from the public and private sectors, the media and civil society, who celebrated the achievement of W.M.Chandana Jayatissa, a former human resource manager of Milco (the government-owned milk company). He was recognised for raising allegations of fraud, sexual exploitation and appointments for unqualified people. Despite receiving death threats and losing his job, he won political and media support in his struggle to introduce good governance standards.

In collaboration with the Thai Journalists Association, **Transparency Thailand** presented the *Best Investigative Report Award* to the *Matichon* newspaper, for reporting allegations of misconduct and irregularities in a national poverty alleviation fund project. As a result, an implicated minister resigned and the prime minister appointed a new executive committee chaired by a board member of the chapter.

Europe and Central Asia

In collaboration with UNICEF, **TI Albania** held an awards evening attended by judges, prosecutors, diplomats, donors and NGO representatives, to celebrate justice reform in the country. Awards for outstanding achievement were given to judges, prosecutors and representatives of the Children's Alliance, who promoted the rights of minors in Albania's justice system.

Hubert Sickinger, Vice President of **TI Austria's** Advisory Board, received the Austrian Parliament's 2009 Academic Award for his book on party funding and international standards of political financing. *Political Financing in Austria* also provides strong academic support for TI Austria's calls for revised party funding laws.

TI Greece was awarded an honorary distinction by the Federation of Hellenic Information and Communications Technology Enterprises, in recognition of its ongoing contribution to the fight against corruption.

In collaboration with **Macedonia's (FYR)** Chamber of Commerce, the TI chapter **Transparency- Zero Corruption,** awarded certificates for good corporate management. Based on pre-established criteria, a selection commission gave certificates to six companies, including three banks.


© TI Indonesia

FORGING ALLIANCES
EMPOWERING CHANGE

The complexity and scale of corruption mean that no one can effectively tackle the entirety of this collective problem alone. Working with others helps to generate the greatest possible impact in combating corruption. It mobilises resources, enables knowledge sharing and brings together diverse perspectives and experiences. Different actors bring different strengths to the table, and all benefit from a unified approach and shared ownership. Cross-sector coalitions create broad-based demand for change and ensure the sustainability of reforms.

From its inception in 1993, Transparency International (TI) has worked to build coalitions with government, business, multilateral organisations, NGOs and the general public. In keeping with this multi-stakeholder approach, TI engaged various partners during 2009 to tackle such issues as rolling back opaque regulations, cutting red tape and holding public officials to account. TI continued to head a coalition of more than 300 civil society organisations to mobilise support for the UN Convention against Corruption and to push for a strong review mechanism at the Convention's 3rd Conference of States Parties in Doha, Qatar (see p. 7).

> "ROLLING BACK OPAQUE REGULATIONS, CUTTING RED TAPE AND HOLDING PUBLIC OFFICIALS TO ACCOUNT"

Photo: Protestors at a TI Indonesia organised demonstration in support of the national anti-corruption commission

Africa and Middle East

To promote transparency in education and health, a civil society committee led by the TI chapter in **Sierra Leone, the National Accountability Group,** and Action Aid Sierra Leone, is monitoring service delivery in primary education. Its first assignment is to monitor use of the primary education budget. The chapter is also a member of coalitions such as the Budget Advocacy Network (monitoring government budget formulation and implementation), the National Advocacy Coalition on Extractives (monitoring mining sector revenue collection and promoting the Publish What You Pay initiative) and the National Elections Watch.

Zambia's Minister of Transport and Communication, Dora Siliya, resigned after **TI Zambia,** nine other civil society organisations and a former minister petitioned Zambia's Chief Justice to investigate allegations of abuse of office and corruption against Siliya. A tribunal found that Siliya had committed eight breaches, including undermining Zambia's Development Agency, committing the Zambian Government to US $2 million (€1.4 million) of expenditure without the necessary procurement approval, and breaching the constitution. The High Court cleared Siliya on the constitutional breach, but the other seven have been uncontested and await presidential action. Following her disputed reinstatement as Education Minister, TI Zambia has appealed directly to the president to demonstrate his commitment to fighting corruption by dealing appropriately with the other seven breaches that were noted in the tribunal's report.

Americas

More than 35,000 people joined ***Chile Transparente's*** popular campaign *A Chile free of corruption: get involved!,* to raise public awareness of everyday corrupt practices tolerated in Chilean culture. Citizens submitted online more than 800 examples of everyday slang describing corrupt practices. The campaign reached a wide audience, with advertisements in the national press and on public transport, billboards and the radio.

Mexico's TI chapter, ***Transparencia Mexicana,*** and government made a joint public call for people to identify the country's most useless administrative procedure, under planned reforms to streamline the state bureaucracy and reduce the opportunities it provides for corruption. The response was overwhelming, with 20,000 entries submitted in one month. Winners included a federal procedure for medical supplies and a local legal procedure to clarify a birth certificate. At the award ceremony, President Felipe Calderón promised to take on board the suggestions.

To raise public awareness of corruption issues and of ways to combat them, ***Proética,*** **the TI chapter in Peru,** created the National Anti-Corruption Network with representatives from across the country. The network strengthens local capacity to fight corruption by providing training in identifying and understanding corruption – especially at the local level – and putting anti-corruption measures in place. Participants were given financial and technical assistance for local projects, and can visit an online forum to share experiences.

Asia Pacific

Together with other anti-corruption, human rights and legal reform organisations, **TI Indonesia** organised a week-long rally to protest threats to the independence and effectiveness of the Indonesian Corruption Eradication Commission (KPK). During the rally, more than 5,000 Indonesians turned out, wearing black clothing or a simple black ribbon to symbolise their support for the commission's work and the fight against corruption.

The rally was part of wider demonstrations in support of the commission, organised by the anti-corruption coalition Cicak, which TI Indonesia helped to set up. Following a high-ranking police official's comment that the commission's attempts to prosecute him were like "a gecko challenging a crocodile", Cicak adopted the gecko as its symbol (see photo on p. 45). The commission's relations with the police and attorney general's office became strained after their investigations started to focus on police officials and prosecutors.

Although 62 per cent of Indonesians surveyed in TI's 2009 *Global Corruption Barometer* reported paying a bribe to the police in the past year, more than 70 per cent considered the government's efforts to fight corruption as effective. This positive result has been largely attributed to the anti-corruption commission's work. Since its creation in 2003, the commission has prosecuted high level officials and police officers, maintaining a 100 per cent conviction rate. This success has also made it a target of those seeking to weaken its independence and authority.

TI Nepal began an innovative 12-month staff exchange programme with other TI chapters in **Bangladesh, India, the Maldives, Pakistan** and **Sri Lanka.** Each chapter offers exchange fellows based on areas of expertise and need, facilitating learning across the TI movement.

The Sir Anthony Siaguru Walk Against Corruption, **TI Papua New Guinea's** annual flagship event, was held for the third time, with an unprecedented 148 teams (including 93 student teams) taking an active stand against corruption. The walk raised significant funds for the chapter's ongoing work to promote good governance.

Europe and Central Asia

In collaboration with three leading newspapers, TI's partner in **Montenegro, MANS,** promoted investigative journalism in the country, assembling a team of six journalists to work on different aspects of corruption and organised crime. They published numerous investigative stories online (www.podlupom.info) and in the papers, on subjects from corruption and organised crime in privatisation processes, to nepotism in public institutions.

When Romania's cabinet asked the country's parliament to adopt four fundamental legislative proposals by emergency procedure, **TI Romania** initiated *Stop the Codes!*, a coalition of more than 20 NGOs, trade unions and professional associations, to ensure the codes were not adopted without sufficient scrutiny and public debate. Drafts for a civil code, a criminal code, and codes of civil and criminal procedure were not subject to evaluation by the Social and Economic Council, nor were they subject to mandatory public consultation or impact studies by the Ministry of Justice. *Stop the Codes!* took legal action against the cabinet and opened a wide public debate, initiating formal discussions on the codes of civil and criminal procedure. Litigation on the civil and criminal codes is ongoing.

Addressing US President Barack Obama and leading civil society representatives from Russia and the United States, head of **The Center for Anti-Corruption Research and Initiative-TI Russia,** Elena Panfilova, stressed the need for joint efforts and resources to counter corruption. She spoke at the meeting of civil society organisations during the Moscow summit between Presidents Dmitry Medvedev and Obama.

> "ALL OUR INDIVIDUAL FATES ARE INTERCONNECTED"

Shirin Ebadi, lawyer and human rights defender

Construction Sector Transparency Initiative

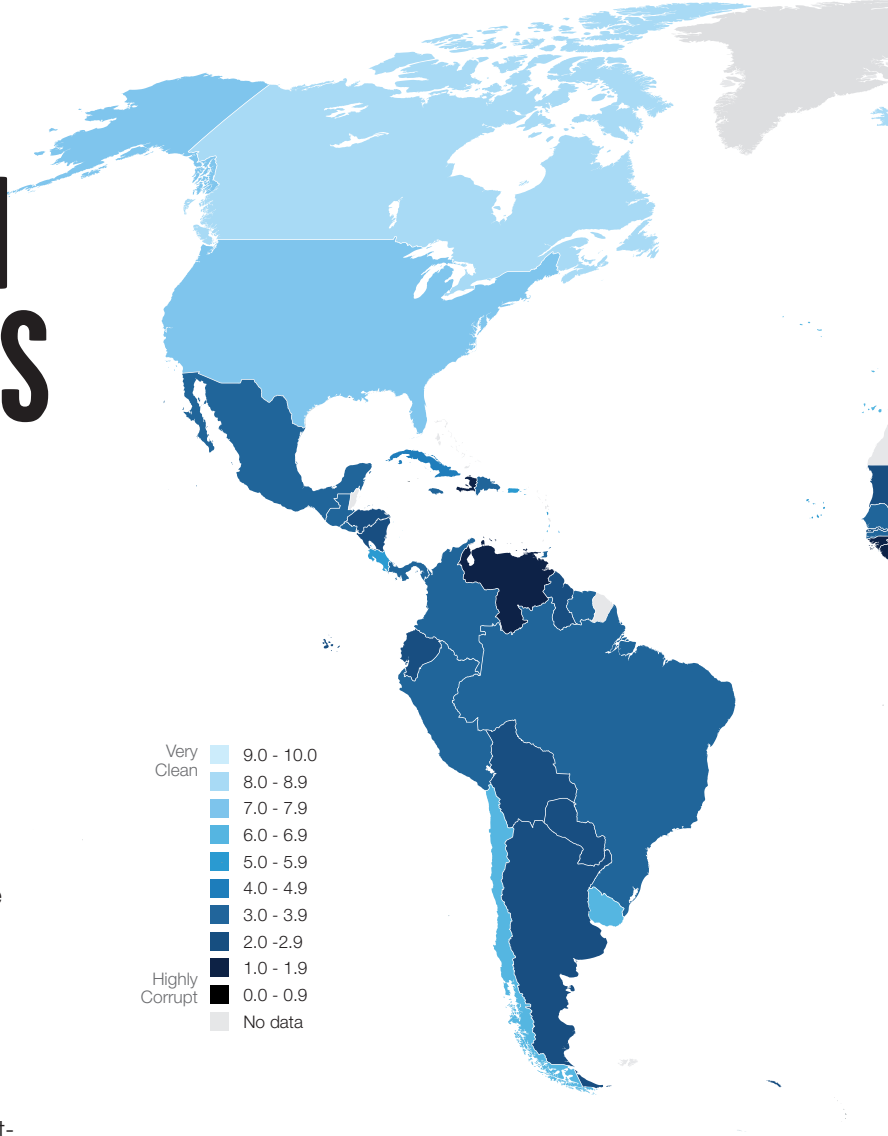
The construction sector plays a vital role in supporting social and economic development. Yet in both developed and developing countries, it is consistently ranked as one of the most corrupt sectors – as highlighted in TI's 2008 *Bribe Payers Index.*

The Construction Sector Transparency Initiative (CoST) introduces the concepts of transparency and accountability to the sector, focusing specifically on the public disclosure of information. Initiated and supported by the United Kingdom's Department for International Development and the World Bank, CoST involves stakeholders from a wide range of groups, including procuring bodies, public financial management bodies, construction companies and associations, and civil society, with TI as chair of the International Advisory Group.

The initiative is being piloted over a two-year period in seven countries: Ethiopia, Malawi, the Philippines, Tanzania, the United Kingdom, Vietnam, and Zambia. By facilitating the disclosure of specific project information, providing the necessary structure for this information to be analysed, and ensuring that it is easily understood, CoST will enable stakeholders to make informed judgements about the cost and quality of infrastructure projects.

CORRUPTION PERCEPTIONS INDEX 2009

MEASURING CORRUPTION



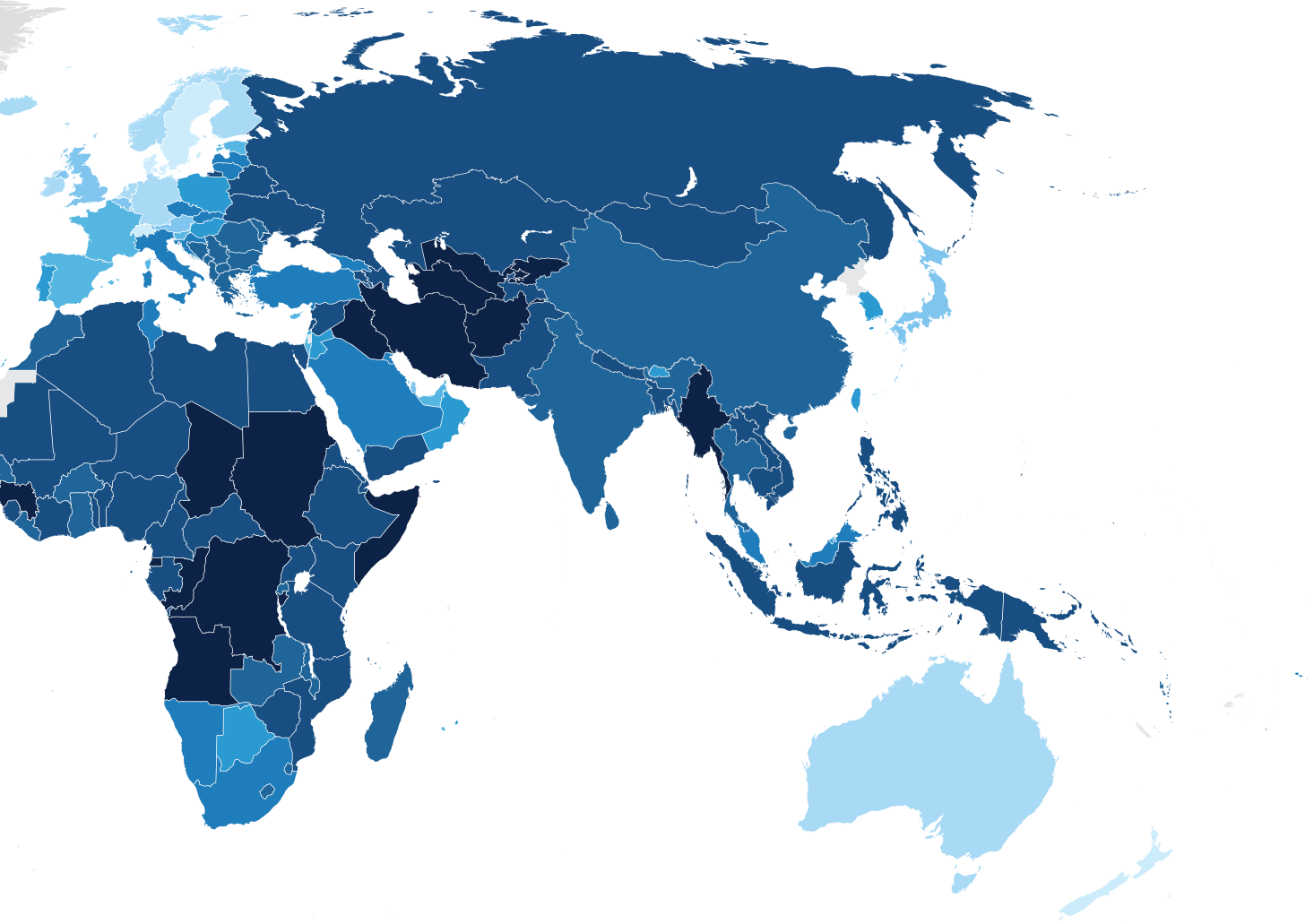
While the global economy began to register a tentative recovery from recession, and some nations continued to wrestle with ongoing conflict and insecurity, Transparency International's (TI) 2009 *Corruption Perceptions Index* made clear that no region of the world is immune to corruption. The composite index draws on 13 different expert and business surveys, to measure perceived levels of public sector corruption in a given country. The results in the 2009 index are sobering: the vast majority of the 180 countries covered score below five on a scale from 0 (perceived to be highly corrupt) to 10 (perceived to have low levels of corruption).

"At a time when massive stimulus packages, fast-track disbursements of public funds and attempts to secure peace are being implemented around the world, it is essential to identify where corruption blocks good governance and accountability, in order to break its corrosive cycle," said TI Chair Huguette Labelle.

These results prove that corruption continues to lurk where opacity rules, where institutions still need strengthening and where governments have failed to implement anti-corruption legal frameworks. No country scores a clean 10, which indicates that corruption is still perceived to exist even among the most industrialised countries. Top performers in the 2009 index are New Zealand at 9.4, Denmark at 9.3, Singapore and Sweden tied at 9.2 and Switzerland at 9.0. Bringing up the rear is Somalia at 1.0, slightly trailing Iraq and Myanmar at 1.3 and Haiti at 1.4.

For the first time, TI held a purely virtual launch for the index, including videos and podcasts in several languages, as well as engaging the public in an anti-corruption discussion through its blog, Twitter and Facebook platforms. The website received almost 300,000 visitors in the first two days alone. TI also co-hosted an event with Ernst & Young in Dubai, with around 100 attendees, which saw a dynamic exchange of ideas and perspectives on corruption, the challenges it poses and effective approaches to prevent it.

RANK	COUNTRY/ TERRITORY	SCORE
1	New Zealand	9.4
2	Denmark	9.3
3	Singapore	9.2
3	Sweden	9.2
5	Switzerland	9.0
6	Finland	8.9
6	Netherlands	8.9
8	Australia	8.7
8	Canada	8.7
8	Iceland	8.7
11	Norway	8.6
12	Hong Kong	8.2
12	Luxembourg	8.2
14	Germany	8.0
14	Ireland	8.0
16	Austria	7.9
17	Japan	7.7
17	United Kingdom	7.7
19	United States	7.5
20	Barbados	7.4
21	Belgium	7.1
22	Qatar	7.0
22	Saint Lucia	7.0
24	France	6.9
25	Chile	6.7
25	Uruguay	6.7
27	Cyprus	6.6
27	Estonia	6.6
27	Slovenia	6.6
30	United Arab Emirates	6.5
31	Saint Vincent and the Grenadines	6.4
32	Israel	6.1
32	Spain	6.1
34	Dominica	5.9
35	Portugal	5.8
35	Puerto Rico	5.8
37	Botswana	5.6
37	Taiwan	5.6
39	Brunei Darussalam	5.5
39	Korea (South)	5.5
39	Oman	5.5
42	Mauritius	5.4
43	Costa Rica	5.3
43	Macau	5.3
45	Malta	5.2
46	Bahrain	5.1
46	Cape Verde	5.1
46	Hungary	5.1
49	Bhutan	5.0
49	Jordan	5.0
49	Poland	5.0
52	Czech Republic	4.9
52	Lithuania	4.9
54	Seychelles	4.8
55	South Africa	4.7
56	Latvia	4.5
56	Malaysia	4.5
56	Namibia	4.5
56	Samoa	4.5
56	Slovakia	4.5
61	Cuba	4.4
61	Turkey	4.4
63	Italy	4.3



RANK	COUNTRY/ TERRITORY	SCORE
63	Saudi Arabia	4.3
65	Tunisia	4.2
66	Croatia	4.1
66	Georgia	4.1
66	Kuwait	4.1
69	Ghana	3.9
69	Montenegro	3.9
71	Bulgaria	3.8
71	FYR Macedonia	3.8
71	Greece	3.8
71	Romania	3.8
75	Brazil	3.7
75	Colombia	3.7
75	Peru	3.7
75	Suriname	3.7
79	Burkina Faso	3.6
79	China	3.6
79	Swaziland	3.6
79	Trinidad and Tobago	3.6
83	Serbia	3.5
84	El Salvador	3.4
84	Guatemala	3.4
84	India	3.4
84	Panama	3.4
84	Thailand	3.4
89	Lesotho	3.3
89	Malawi	3.3
89	Mexico	3.3
89	Moldova	3.3
89	Morocco	3.3
89	Rwanda	3.3
95	Albania	3.2
95	Vanuatu	3.2
97	Liberia	3.1
97	Sri Lanka	3.1
99	Bosnia and Herzegovina	3.0
99	Dominican Republic	3.0
99	Jamaica	3.0
99	Madagascar	3.0
99	Senegal	3.0
99	Tonga	3.0
99	Zambia	3.0
106	Argentina	2.9
106	Benin	2.9
106	Gabon	2.9
106	Gambia	2.9
106	Niger	2.9
111	Algeria	2.8
111	Djibouti	2.8
111	Egypt	2.8
111	Indonesia	2.8
111	Kiribati	2.8
111	Mali	2.8
111	Sao Tome & Principe	2.8
111	Solomon Islands	2.8
111	Togo	2.8
120	Armenia	2.7
120	Bolivia	2.7
120	Ethiopia	2.7
120	Kazakhstan	2.7
120	Mongolia	2.7
120	Vietnam	2.7
126	Eritrea	2.6
126	Guyana	2.6
126	Syria	2.6
126	Tanzania	2.6
130	Honduras	2.5
130	Lebanon	2.5
130	Libya	2.5
130	Maldives	2.5
130	Mauritania	2.5
130	Mozambique	2.5
130	Nicaragua	2.5
130	Nigeria	2.5
130	Uganda	2.5
139	Bangladesh	2.4
139	Belarus	2.4
139	Pakistan	2.4
139	Philippines	2.4
143	Azerbaijan	2.3
143	Comoros	2.3
143	Nepal	2.3
146	Cameroon	2.2
146	Ecuador	2.2
146	Kenya	2.2
146	Russia	2.2
146	Sierra Leone	2.2
146	Timor-Leste	2.2
146	Ukraine	2.2
146	Zimbabwe	2.2
154	Côte d'Ivoire	2.1
154	Papua New Guinea	2.1
154	Paraguay	2.1
154	Yemen	2.1
158	Cambodia	2.0
158	Central African Republic	2.0
158	Laos	2.0
158	Tajikistan	2.0
162	Angola	1.9
162	Congo-Brazzaville	1.9
162	Democratic Republic of Congo	1.9
162	Guinea-Bissau	1.9
162	Kyrgyzstan	1.9
162	Venezuela	1.9
168	Burundi	1.8
168	Equatorial Guinea	1.8
168	Guinea	1.8
168	Haiti	1.8
168	Iran	1.8
168	Turkmenistan	1.8
174	Uzbekistan	1.7
175	Chad	1.6
176	Iraq	1.5
176	Sudan	1.5
178	Myanmar	1.4
179	Afghanistan	1.3
180	Somalia	1.1

GLOBAL CORRUPTION BAROMETER 2009

MEASURING CORRUPTION

Transparency International's 2009 *Global Corruption Barometer* reveals a growing distrust of business, the daily struggle of the world's poor with petty bribery and a public unconvinced of governments' anti-corruption efforts. A worldwide public opinion survey, the 2009 *Global Corruption Barometer* reflects the views and experiences of more than 73,000 people from 69 countries and territories (the biggest country range to date).

Political parties are seen by respondents worldwide as the single most corrupt domestic institution, followed closely by the civil service. More than one in 10 people interviewed reported having paid a bribe in the previous 12 months, reflecting reported levels of bribery similar to those in the 2005 survey.

The 2009 *Global Corruption Barometer* also revealed that corruption in the private sector is of growing concern to the general public: the sector was perceived to be corrupt by half those interviewed – eight per cent more than five years ago. The general public is also critical of the private sector's role in the policy-making process. More than half of respondents felt that bribery is often used to shape policies and regulations in companies' favour.

In terms of interviewees' direct experience, the police are most frequently reported to receive bribes worldwide: almost a quarter of people who had contact with the police in the previous year had paid a bribe. Sixteen per cent of people in contact with the judiciary and 13 per cent with registry and permit offices were also likely to have paid bribes.

Despite this evidence, the general public does not routinely use formal channels to complain. About half of bribery victims interviewed saw existing complaint mechanisms as ineffective. Government efforts to tackle corruption were also seen as ineffective by more than half the general public; less than a third of respondents rated government efforts as making a difference.

> "DO PARENTS PAY A BRIBE SO THAT A SICK CHILD CAN SEE THE DOCTOR OR DO THEY BUY FOOD FOR THEIR FAMILY? IT IS SIMPLY UNACCEPTABLE THAT FAMILIES CONTINUE TO FACE THESE DECISIONS"

Huguette Labelle
Chair, Transparency International

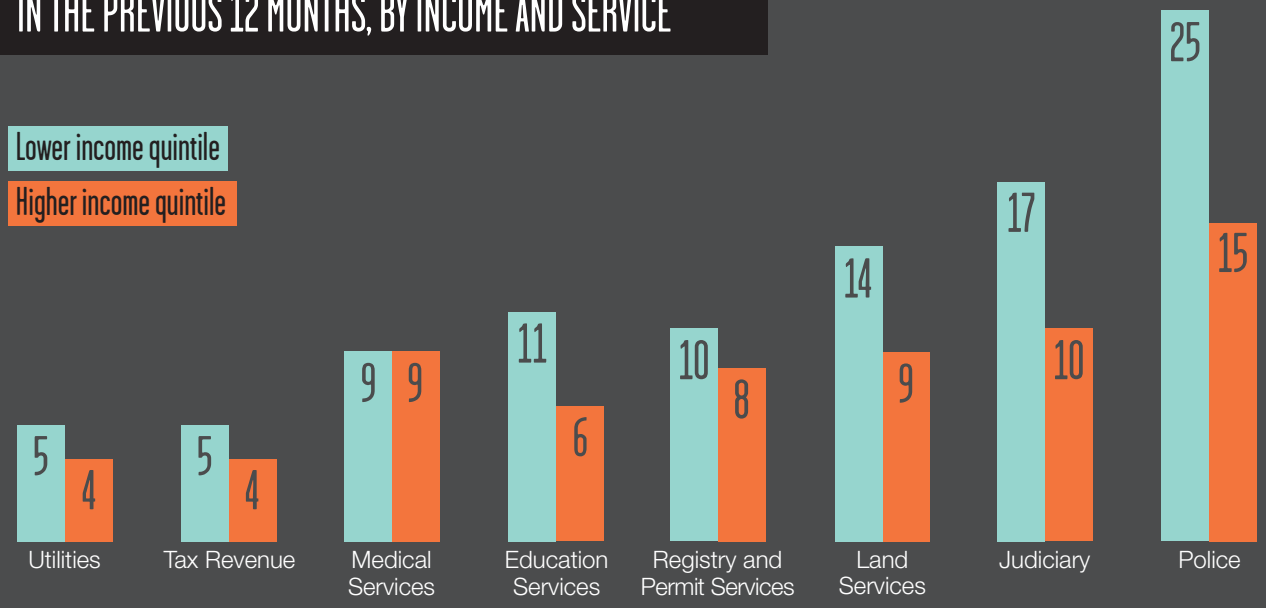
SINGLE INSTITUTION/SECTOR PERCEIVED TO BE MOST AFFECTED BY CORRUPTION, BY COUNTRY*



% of respondents who reported this to be the most corrupt institution

*Senegal is listed twice because the same percentage of respondents reported the judiciary and the civil service as the most corrupt institutions.

PERCENTAGE OF PEOPLE WHO REPORTED PAYING BRIBES IN THE PREVIOUS 12 MONTHS, BY INCOME AND SERVICE



% of respondents who reported paying a bribe in the previous 12 months

Africa and Middle East

Transparency Ethiopia found that people in the capital Addis Ababa are optimistic that corruption will decrease in the coming two years. According to the findings of the chapter's survey, corruption was ranked the fourth most important public issue, right after the cost of living, unemployment and housing. The quality of the registration process for public schools, telephone and electricity installations were ranked by respondents as best. Procedures involving judicial records received the lowest quality ranking with average alleged bribes of 400 to 500 birr (US $34–42 / €24–30).

Asia Pacific

Sixty one per cent of Bangladeshi drivers received their driving licences from the authorities without passing the necessary test, according to a survey by **TI Bangladesh.** According to those polled during the two-year survey, a person can bribe officials Tk 100 - Tk 7,000 (US $1.50–100 / €1–72) to receive a driving licence, while the registration of a car or motorcycle may be obtained with a bribe of Tk 1,000-50,000 or Tk 100-10,000 (US $15–713 or US $1.50–142 / €11-512 or €1–102) to receive a certificate of roadworthiness without having the vehicle tested. Based on the recommendations of the chapter, the country's Communications Minister said at a roundtable event that a committee would be formed to discover misappropriation and corruption in the road transport system.

Europe and Central Asia

A quarterly survey by **TI Bosnia-Herzegovina** monitored changes in public perceptions of corruption among more than 1,000 citizens. It found that people see corruption as a leading social problem, which they reportedly encounter primarily with the police, health workers and the judiciary. The average reported size of bribes varies from the equivalent of US $15 (€11) for police officers or $300 (€216) for medical staff, to as much as $1,200 (€863) for a judge.

Of 1,000 employees who had observed serious misconduct in the workplace, two thirds failed to address the situation or only discussed it with their colleagues, said a survey by **TI Czech Republic.** Most feared potential problems at work or believed disclosure would not lead to a resolution. A third believed that management knew of such conduct but ignored it.

TI Greece's national corruption survey sampled more than 6,000 people and found that 13 per cent reported resorting to bribery last year, with 65 per cent of cases occurring in the health sector, tax offices and urban planning departments. The health sector remained worst for bribery allegations, with 33 per cent of bribes paid. The survey estimates the cost of petty corruption in Greece to be €790 million (US $1.1 billion).


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NATIONAL INTEGRITY SYSTEMS

DIAGNOSING CORRUPTION

Transparency International's *National Integrity System* (NIS) assessment tool provides a comprehensive evaluation of the main public institutions and non-state actors in a country's governance system. It measures a country's 'pillars of integrity' in terms of capacity, independence, transparency, accountability, integrity and role in promoting the overall integrity of the national governance system.

The core institutions or 'pillars' of the NIS are a country's legislature, executive, judiciary and political parties; its public sector, law enforcement agencies, electoral management body, ombudsman, supreme audit institution and anti-corruption agencies; and its business sector, media and civil society.

In 2009, an improved NIS methodology was rolled out, allowing comparison of each pillar's integrity in relation to the others. This exposes the strongest and weakest links in an integrity system and helps to identify targeted policy recommendations. The new approach is also highly consultative, involving government, business and civil society stakeholders in the assessment process.

In 2009 NIS assessments were published on **Egypt, Ireland, Lebanon, Morocco** and **Palestine**. Assessments began in **Bolivia, Kosovo** and **the Turks and Caicos Islands**, and are planned in several additional countries, including **Guatemala, Serbia, Sierra Leone, Vietnam** and **Yemen**.

Africa and Middle East

TI conducted NIS assessments in **Egypt**, **Lebanon**, **Morocco** and **Palestine**, which revealed weak integrity systems, with major gaps in legal anti-corruption provisions and an alarming lack of commitment to effective anti-corruption practices. Launched at national events that brought together government officials, the private sector and civil society, each study made country-specific recommendations to policy-makers and anti-corruption practitioners. A regional overview report, providing cross-cutting analysis and recommendations, was launched in 2010. The studies were conducted under TI's three-year programme *Promoting Transparency and Enhancing Integrity in the Arab Region*, which analyses the systemic causes of corruption, identifies ways to tackle it effectively, and mobilises citizens, governments, the private sector and other stakeholders to work together for reform.

Europe and Central Asia

TI Ireland launched its NIS assessment, highlighting weak safeguards against undue influence over regulation and policymaking by vested interests. The report introduced the term 'legal corruption' (describing the abuse of political and executive power by lawful means) and made more than 40 recommendations to combat corruption and cronyism in Irish politics. It was described by *The Irish Times* as a 'wake-up call' to government.


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DRIVING POLICY CHANGE

DIAGNOSING CORRUPTION

Transparency International's strategic work to develop anti-corruption policies through its secretariat, chapters and partners serves as the foundation for its policy positions and working papers, which engage with key and emerging topics in the fight against corruption.

Often drawing on original and on-the-ground research, TI working papers outline the interaction between corruption and a particular issue, and identify areas for action. Policy positions harness TI's experience in different arenas to offer recommendations for changing the status quo on corruption. Each paper is peer reviewed by experts, including partners such as the Arab NGO Network for Development (in Lebanon), South Africa's Institute for Security Studies and the UN Development Programme. In 2009, all papers were translated into multiple languages, including Arabic, French, Portuguese, Russian and Spanish. Featured themes included:

Asset recovery
To contribute substantively to meetings on asset recovery ahead of the Doha meeting of states party to the UN Convention against Corruption, a working paper was released on the scope and dimension of the asset recovery conundrum. With significant experience on the topic, TI chapters from the United Kingdom and France assisted with the paper.

Citizen complaint mechanisms
Based on research by four TI chapters (Azerbaijan, Czech Republic, Kenya and Moldova), a working paper examined government anti-corruption hotlines and how citizens' complaints were being addressed and processed. It was launched alongside TI's report on whistleblower protection in 10 EU countries (see p. 38).

Local government
TI chapters and contact groups from Liberia, Peru, Slovakia and South Korea co-authored a working paper on local government strategies effective in preventing and mitigating corruption in communities.

Private sector
Four policy positions were released to complement the *Global Corruption Report* 2009 (see p. 18), with topics including building corporate integrity systems, making anti-corruption regulation effective, controlling corporate lobbying and political financing, and ending cartels. In response to the global financial crisis, a policy position was also released on strengthening corporate governance to combat corruption.

Anti-Corruption Plain Language Guide

The first of its kind, TI's *Anti-Corruption Plain Language Guide* explains key corruption-related terms in simple, straight-forward language to support the anti-corruption movement in developing a common language and shared understanding of corruption challenges worldwide. The guide gives clear examples of how each concept is applied practically in different country contexts, helping provide a reference point and lexicon for the anti-corruption community.

The guide was piloted and developed in consultation with TI chapters from Bangladesh, Kenya, Lebanon, Romania, South Korea and Zambia. Chapters organised virtual and roundtable discussions with key stakeholders from governments, parliaments, the private sector, civil society and the media. TI members around the world continue to contribute their own definitions online to ensure the relevancy of the guide. Available in print and online in English, French and Spanish, the guide has been adapted by TI chapters – including Bosnia-Herzegovina, Lebanon, Russia and Vietnam – into their national languages for domestic advocacy work.

U4 Anti-Corruption Helpdesk

Since 2003, TI has operated the U4 Anti-Corruption Resource Centre's online helpdesk facility, providing targeted and timely expert advice to staff of the international development agencies of Australia, Belgium, Canada, Germany, the Netherlands, Norway, Sweden and the United Kingdom.

In 2009, the U4 Helpdesk answered a record 34 queries from agency staff, each within a 10-day timeframe, through research reports called *Expert Answers*. Diverse issues, such as gender and corruption, best practice in whistleblower legislation, measuring international corruption trends, and corruption in the global financial system, were covered. The service's reach within the broader anti-corruption community also expanded significantly, reflected in increased Helpdesk use and website traffic with more than 40,000 visitors in 2009.

The Helpdesk is a powerful tool for knowledge creation and management. Focusing on the critical links between corruption, aid and development, it draws on the experience of a panel of experts, as well as on TI's international network of chapters, contacts and senior advisors. It captures emerging trends and policy concerns among the international development community, keeping the anti-corruption movement at the cutting edge of the aid and corruption policy debate.

All *Expert Answers* are available at: www.transparency.org/helpdesk, and at www.u4.no.


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CONTRIBUTIONS

BUILDING MOMENTUM

Governments, development organisations and foundations

€500,000 and over

Bill & Melinda Gates Foundation

Department for International Development, United Kingdom (DFID)

European Commission

Ministry of Foreign Affairs of Finland

Ministry of Foreign Affairs, The Netherlands

Swedish International Development Cooperation Agency (Sida)

Between €200,000 and €499,999

Australian Agency for International Development (AusAID)

Canadian International Development Agency (CIDA)

Federal Foreign Office, Germany

Irish Aid

Ministry for Economic Cooperation and Development (BMZ), Germany

Norwegian Agency for Development Cooperation (Norad)

Royal Danish Ministry of Foreign Affairs (Danida)

Stockholm International Water Institute (SIWI), Sweden

Swiss Agency for Development and Cooperation (SDC)

U.S. Agency for International Development (USAID)

William and Flora Hewlett Foundation

Between €50,000 and €199,999

Agencia Española de Cooperación Internacional para el Desarrollo (AECID)

Christian Michelsen Institute (CMI), Norway

Comunidad de Madrid

Deutsches Stiftungszentrum GmbH - DSZ (SAP)

European Investment Bank (EIB)

French Ministry of Foreign Affairs

German Corporation for Technical Cooperation (GTZ), Germany

Government of Greece (for 13th IACC)

Norwegian Ministry of Foreign Affairs

The Office of The National Anti-Corruption Commission, Thailand (for 14th IACC)

Organisation Internationale de la Francophonie

OSI Development Foundation, Switzerland

TIDES Foundation, United States

Between €10,000 and €49,999

American Bar Association Fund for Justice And Education

Government of Brunei

International Foundation for Electoral Systems (IFES)

The World Bank (IBRD)

World Economic Forum (WEF)

Please refer to the 2009 audited accounts for a detailed breakdown of the contributions to TI. Classification under the headlines corresponds to amounts recorded as income in the financial report for 2009.

Make a Donation

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

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

Bank transfer
Please use the following account information:

For donations in Euro
Account No: 09 33 21 45 00

For donations in US-Dollar
Account-No: 09 33 21 45 00/ 400

For donations in British Pounds
Account-No: 09 33 21 45 00/ 006

Account holder
Transparency International e. V.

Bank name: Dresdner Bank AG
Bank code: 100 800 00
SWIFT Code: DRES DE FF 100
IBAN: DE64 1008 0000 0933 2145 00
Bank address: Theodor-Heuss-Platz 6, 10877 Berlin

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

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

Patrick Mahassen
Resources Director
Telephone: +49 30 3438 2039
E-mail: pmahassen@transparency.org

Global Corporations for Transparency International

TI seeks to engage all sectors of society in the fight against corruption. The success of this endeavour is reflected in growing support from the private sector. The following companies participate in the Global Corporations for Transparency International (GCTI) initiative and contribute €50,000 or more annually. TI gratefully acknowledges their support in 2009.

Abu Dhabi National Energy Company PJSC "TAQA"

Ernst & Young LLP

Exxon Mobil Corporation*

Norsk Hydro

PricewaterhouseCoopers LLP*

Procter & Gamble CEEMEA

Rio Tinto London Ltd.

SAP AG

Tyco International*

UBS AG

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*These companies provided financial support towards TI USA's activities. Please refer to www.transparency-usa.org for more details.

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

Other private sector donors

F&C Asset Management PLC, Instituto Prensa y Sociedad (IPYS), International Federation of Inspection Agencies, Legatum Global Development

Organisations participating in the Business Principles for Countering Bribery steering committee in 2009

Corporate members

BP plc, F&C Asset Management plc, General Electric, HSBC, Norsk Hydro ASA, Organización Corona SA, PricewaterhouseCoopers, Rio Tinto plc, SAP, SGS, Shell International, Tata Sons Ltd

Others

AccountAbility, The Conference Board, European Bank for Reconstruction and Development, International Federation of Consulting Engineers, International Federation of Inspection Agencies, Social Accountability International, Transparency International

Individuals and other donors

Accenture GmbH, Giovanna Longo, Guillaume Bouchara, Hanafi Hadjeres, Johann Peter Jessen, John W. Christmas, Judith Schultz, Patrick Kinsch, Rolf Hellenbrand, William F. Biggs

TI expresses its sincere gratitude to those who donated up to €1,000 in 2009.

Pro bono recognition

TI extends its gratitude to the many individuals and organisations that provided voluntary, pro bono, and in-kind services, in particular Dow Jones Factiva and Kroll for their generosity. TI greatly values the pro bono legal assistance provided by Covington and Burling throughout 2009.



FINANCIALS

BUILDING MOMENTUM

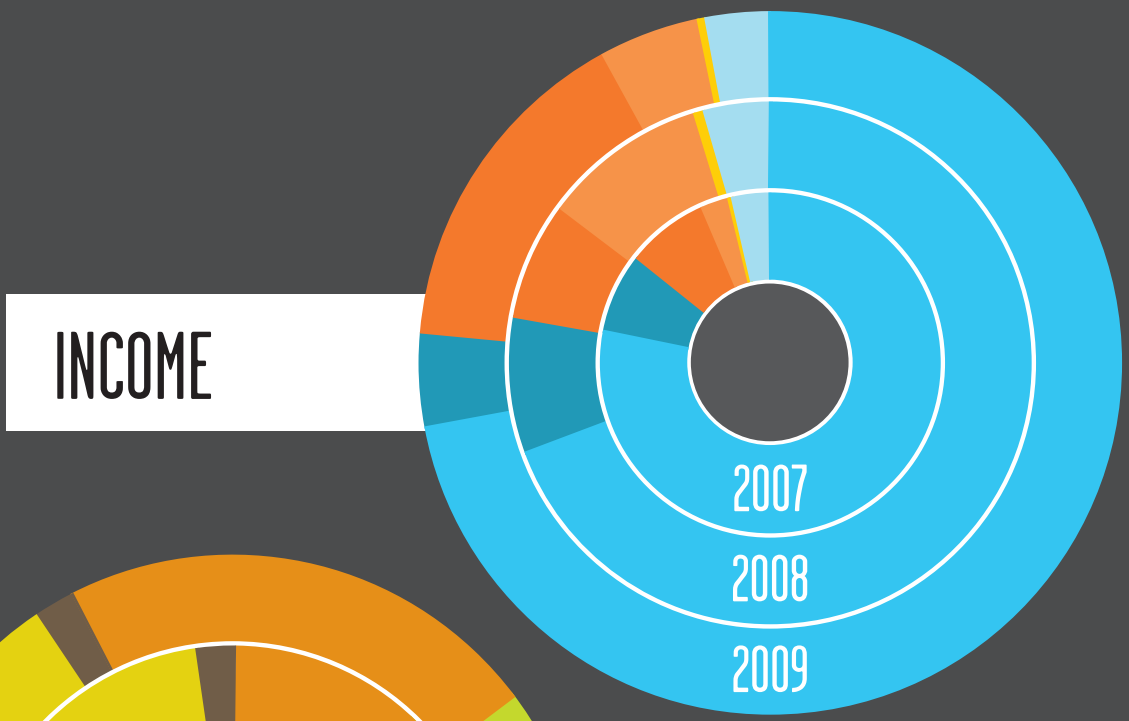
INCOME*	2009	2008	2007
Governmental	10,260	7,555	7,097
International Organisations	622	919	686
Foundations	2,214	789	705
Private Sector	654	1,120	242
Individuals	45	46	47
Other	442	453	316
Total	**14,237**	**10,882**	**9,093**

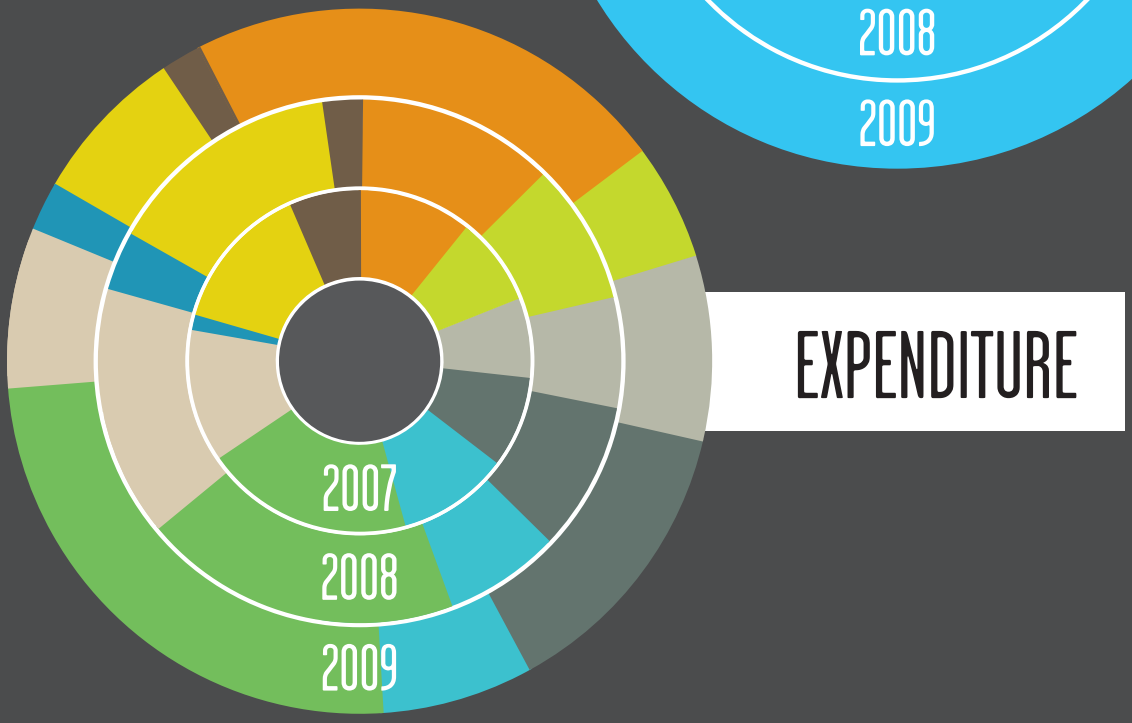
Amounts in thousand (€)

EXPENDITURE	2009	2008	2007
International Group			
Africa & Middle East	3,172	1,310	1,012
Americas	777	995	725
Asia & Pacific	1,188	735	686
Europe & Central Asia	1,916	1,024	790
Total	**7,053**	**4,064**	**3,213**
Advocacy Group			
Communications	977	811	941
Global Programmes	3,517	2,147	1,816
Policy & Research	1,085	1,625	1,094
Special Projects/Other	306	377	171
Total	**5,885**	**4,960**	**4,022**
Governance & Other	1,007	1,613	1,257
Total Expenditure	**13,945**	**10,637**	**8,492**
Allocated to Designated Reserves	292	245	601
Total	**14,237**	**10,882**	**9,093**

Amounts in thousand (€)

* As of 2008, the TI Secretariat reports to the International Financial Reporting Standards on a voluntary basis. Groupings and allocations have been revised in comparison to annual reports before 2008.





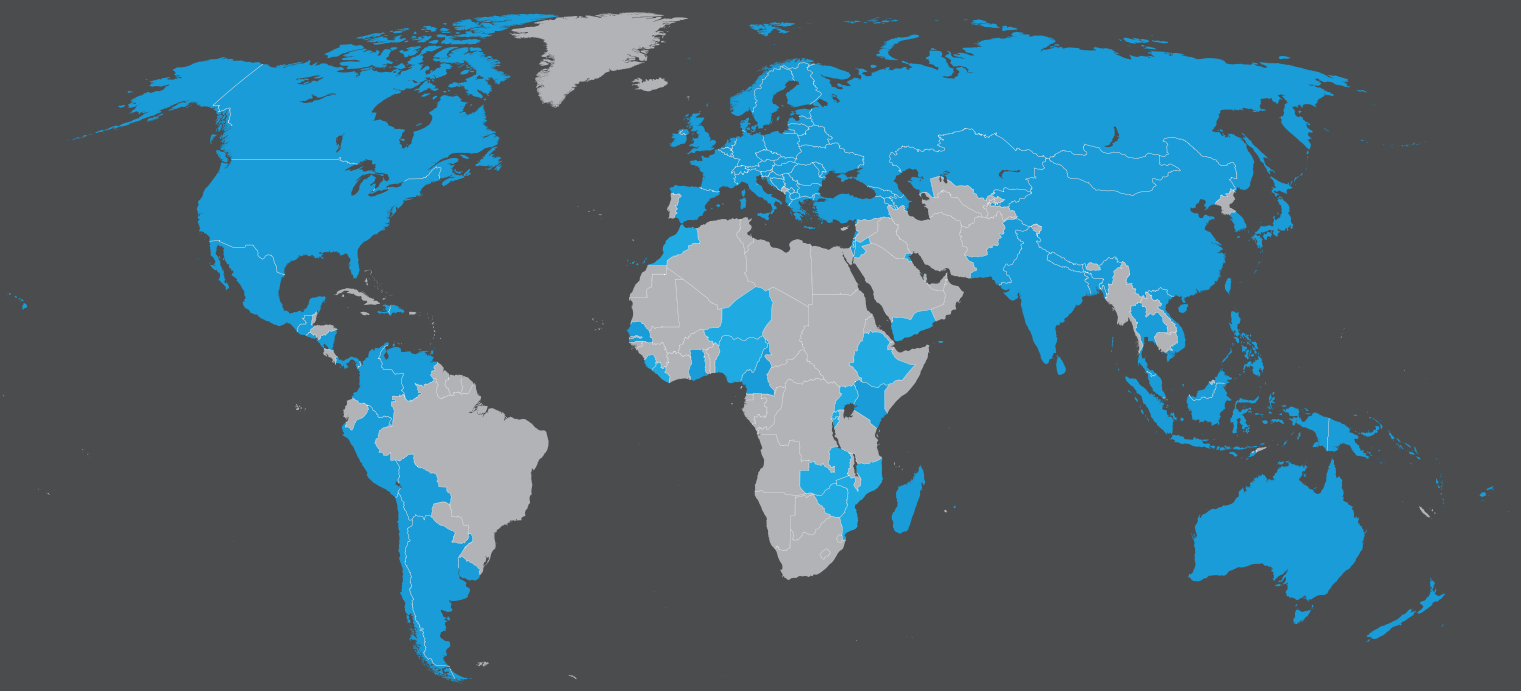
Transparency International e.V. (TI) is a not-for-profit association registered in Berlin, Germany*, and is tax exempt. In compliance with its charter, TI serves solely charitable purposes. TI's audited accounts are available at www.transparency.org/finances.

TI is a founding signatory of the INGO Accountability Charter and is working towards full compliance.

* Transparency International e.V. Reg. No VR 13598 B, Amtsgericht Berlin

TRANSPARENCY INTERNATIONAL AROUND THE WORLD

A GLOBAL MOVEMENT



Transparency International has an innovative organisational structure to ensure and protect both the movement's integrity, cohesion and reputation, and the diversity and richness of opinion and actions within the movement. The TI anti-corruption coalition unites independent and locally governed TI chapters, as well as working with local partners around the world.

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

The movement is growing from year to year. In 2009, **TI Hungary** received full national chapter status.

Accredited as a national chapter in formation were: the **Foundation for Development** (FUNDE) in El Salvador, the **Centro de Integridade Publica** in Mozambique, **Transparency Rwanda** and **TI Turkey.**

Newly established national contacts include: the **Expert Group** in Belarus, **Burundi, Transparency Ethiopia, Jordan Transparency Society, Center for Transparency and Accountability in Liberia** (CENTAL), **Association Pour la Promotion de la Transparence** (APPT) in Luxembourg, **DRUSTVO Integriteta - Association for Ethics in Public Service** in Slovenia, **Creative Union TORO** in Ukraine, **Towards Transparency** in Vietnam and the **Yemeni Transparency & Integrity Team.**

Held in October in Berlin, TI's 2009 Annual Membership Meeting brought together around 300 delegates, from more than 100 countries, making it the largest one to-date. In addition to electing new board members, the TI movement passed resolutions calling for an effective review mechanism for the UN Convention against Corruption, whistleblower protection and Germany's ratification of the UN convention.

National Chapters

National Chapters in Formation

National Contacts

Africa and Middle East

National Chapters		National Chapters in Formation	National Contacts
Cameroon	Niger	Bahrain	Burundi
Ghana	Nigeria	Kuwait	Ethiopia
Israel	Palestine	Mozambique	Jordan
Kenya	Senegal	Rwanda	Liberia
Lebanon	Uganda	Sierra Leone	Yemen
Madagascar	Zambia		
Mauritius	Zimbabwe		
Morocco			

Americas

Argentina	Mexico	El Salvador	Bolivia
Canada	Nicaragua	Uruguay	
Chile	Panama		
Colombia	Peru		
Dominican Republic	Trinidad & Tobago		
Guatemala	United States		
Haiti	Venezuela		

Asia Pacific

Australia	Pakistan		Maldives
Bangladesh	Papua New Guinea		Vietnam
China	The Philippines		
Fiji	Solomon Islands		
India	South Korea		
Indonesia	Sri Lanka		
Japan	Taiwan		
Malaysia	Thailand		
Nepal	Vanuatu		
New Zealand			

Europe and Central Asia

Armenia	Ireland	Albania	Belarus
Austria	Italy	Kyrgyzstan	Kosovo
Azerbaijan	Kazakhstan	Macedonia (FYR)	Luxembourg
Belgium	Latvia	Mongolia	Slovenia
Bosnia-Herzegovina	Lithuania	Spain	Ukraine
Bulgaria	Moldova	Turkey	
Croatia	Norway		
Czech Republic	Poland		
Denmark	Romania		
Estonia	Russia		
Finland	Serbia		
France	Slovak Republic		
Georgia	Sweden		
Germany	Switzerland		
Greece	The Netherlands		
Hungary	United Kingdom		

Chapter accreditation status as of 31 December 2009. Please refer to www.transparency.org/chapters for current status and chapters' individual contact details.

The designations national contact, national chapter in formation and national chapter do not imply any view on TI's part as to sovereignty or independent status. They are used to clarify an organisation's accreditation status within the TI movement.

BOARD OF DIRECTORS
A GLOBAL MOVEMENT



Huguette Labelle
Chair
Canada

Huguette Labelle holds a PhD in Education. She is a Companion of the Order of Canada and has been awarded honorary degrees from 12 Canadian universities. She has served for 19 years as Deputy Minister of different Canadian Government departments and on more than 20 Boards. She is Chancellor of the University of Ottawa, Chair of CRC Sogema, Board Member of the UN Global Compact, member of the Group of External Advisors for the World Bank Governance and Anti-Corruption Strategy Implementation, member of the ADB Advisory Group on Climate Change and Sustainable Development, and serves on additional boards. She was elected as TI's Chair in 2005 and again in 2008.



Sion Assidon
Morocco

Sion Assidon, a mathematician and economist by training and a businessman by profession, was *Transparency Maroc's* founding Secretary General and is currently a member of its National Council. Mr Assidon was imprisoned from 1972 to 1984 for campaigning against autocracy in Morocco. He is active in several civil society organisations in the Moroccan civil rights movement, including AMRASH, which works for sustainable development in villages of the Atlas mountains, and Espace Associatif, which promotes the work of civil society in Morocco. Sion Assidon was elected to the TI Board in 2005 and again in 2008.



John Devitt
Ireland

John Devitt is founder and CEO of TI Ireland. He is a communications specialist by training. A former press officer at the British Embassy in Dublin, he was also the first Irish member of its Public Diplomacy Committee. Before joining the TI movement he served as Trade Representative at the Irish Consulate in New Zealand. A graduate of European Studies at the University of Limerick and of Public Relations at the Public Relations Institute of Ireland, he is also a Research Associate of the School of Business, Trinity College Dublin. John Devitt was elected to the TI Board in 2007.



Akere Muna
Vice-Chair
Cameroon

Akere Muna, former president of TI Cameroon, is a lawyer by training. He is President of the African Union's Economic, Social and Cultural Council, President of the Pan African Lawyers Union, and former president of the Cameroon Bar Association. In January 2010 he was elected to the Panel of Eminent Persons, which oversees the African Peer Review process. He serves on several national commissions on legal reform and curbing corruption. Actively involved in the TI working group that helped draft the AU Convention on Preventing and Combating Corruption, he authored a guide to the Convention. He was elected Vice-Chair of TI's Board in 2005 and again in 2008.



Jeremy Carver
United Kingdom

Jeremy Carver is an international lawyer, with long experience in representing and advising states and governments on treaties, boundaries, resource development, disputes, conflicts and other legal issues. He studied at Cambridge University to become a petroleum engineer. He was a partner at Clifford Chance for 30 years, and is currently a consultant and Head of International Law with the firm. He was a Trustee/Director of TI-UK from 2001-2009 and is currently President of the International Law Association, British Branch; as well as Co-Chair of International Rescue Committee UK, a leading humanitarian agency. Jeremy Carver was elected to the TI Board in 2009.



Boris Divjak
Bosnia-Herzegovina

Boris Divjak is an economist by profession and holds a Masters degree in International Studies from the University of Reading. He joined TI in 2000 as founder and Chair of the Board of TI Bosnia-Herzegovina. He has researched and designed recommendations for legislation; worked on public procurement and aid related corruption; trained government officials, civil society organisations and the media. He prepared and implemented surveys and polls, including monitoring and analysis. His work has been geographically centred in the Balkans. Mr Divjak is currently a Project Manager for the IFC in Azerbaijan. He was elected to the TI Board in 2005 and again in 2008, and chairs the Membership Accreditation Committee.



Delia Matilde Ferreira Rubio
Argentina

President of *Poder Ciudadano,* the TI chapter in Argentina, she has a PhD in Law from Madrid's Complutense University. She served as Chief Advisor for several representatives and senators at the National Congress from 1990 to 2005, advising the Constitutional Committee of both the House of Representatives and the Senate, and also served as Chief Advisor at the National Accounting Office for two years. She has consulted on anti-corruption related issues with various international organisations and NGOs around the world. She has authored numerous publications such as on democratic culture and political institutions, comparative politics, and public and parliamentary ethics. She was elected to TI's Board in 2008.



Rueben Lifuka
Zambia

Rueben Lifuka is an architect and environmental consultant in private practice. He holds undergraduate and postgraduate qualifications in Architecture, Project Management and Integrated Environmental Management. He is the founder and Chief Executive of Dialogue Africa – a private organisational development and environmental management consultancy firm. He is also the President of TI Zambia and serves on the boards of several other organisations, including Build IT International – Zambia, the Zambian Governance Foundation and the Centre for Trade Policy and Development. He is also a member of the Town and Country Planning Tribunal in Zambia. Mr Lifuka was elected to the TI Board in 2008.



Iftekhar Zaman
Bangladesh

Executive Director of TI Bangladesh, Mr Zaman's leadership has seen the chapter grow to 285 staff and 3,000 volunteers. He has been a resource person for TI Secretariat work in the Asia Pacific region and has made many contributions, including towards the protection of anti-corruption advocates. He holds a PhD in Economics and has worked with the Department of International Relations of the University of Tokyo as a post-doctoral fellow. The main areas of his expertise and experience are development, governance and corruption, politics, security and regional cooperation, on which he has published extensively. He is also involved with numerous international associations worldwide. He was elected to the TI Board in 2008.



Geo-Sung Kim
South Korea

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



Sergej Muravjov
Lithuania

Sergej Muravjov is the Executive Director of TI Lithuania. He joined the chapter in 2005 and has overseen its steady growth and broader engagement. Sergej has been involved in numerous TI initiatives and has advocated for a more effective UN Convention against Corruption at the 2009 Conference of State Parties. He has published extensively on transparency, corruption and good governance, and has edited several books on public and private sector accountability. He has conducted consultancy tasks for the European Commission, UN Development Programme and the UK Department for International Development. Sergej Muravjov was elected to the TI Board in 2009.



Gérard Zovighian
Lebanon

Gérard Zovighian is Vice-Chair and founding member of the TI chapter in Lebanon. An auditor and Managing Partner of BDO Fiduciaire du Moyen Orient in Lebanon, he has worked as an auditor in Paris for Price-Waterhouse and in London for BDO. He has had various professional roles, including as a member of the Lebanese Association of Certified Public Accountants, a lawyer of the Paris Bar, a Member of the Chambre Nationale des Conseillers Financiers, an adviser to the Beirut Chamber of Commerce and Industry, and adviser to the Board of the Order of Malta, as Knight of the Order. He was elected to the TI Board in 2005 and again in 2008.

ADVISORY COUNCIL
A GLOBAL MOVEMENT

The Advisory Council is a group of individuals with extensive experience in the areas of TI's work and recognised personal integrity from diverse geographical, cultural and professional backgrounds. The Advisory Council is appointed by the Board of Directors to advise the Board and to support the work of the organisation.

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Founder and former chair of Transparency International
Chair of EITI and member of the African Progress Panel

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

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Director General of State Library for Foreign Literature, Moscow

John Githongo
Kenya
Vice President of Policy and Advocacy, World Vision International. Former permanent secretary for Ethics and Governance in the office of the President, Kenya

Fritz Heimann
United States
Founding Member of TI

Kamal Hossain
Bangladesh
Former Minister of Foreign Affairs

Irene Khan
Bangladesh
Former secretary general of Amnesty International
Chancellor of the University of Salford, UK

Goh Kun
South Korea
Former Prime Minister and former mayor of Seoul

Pascal Lamy
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Former minister of Foreign Affairs

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Festus Mogae
Botswana
Former president of Botswana

Miklós Németh
Hungary
Former prime minister, former vice president of the European Bank for Reconstruction and Development

John Noonan
United States
Federal Court of Appeals Judge

Olusegun Obasanjo
Nigeria
Former president

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Chancellor of University of Nairobi

Richard von Weizsäcker
Germany
Former president

Michael Wiehen
Germany
Former executive of the World Bank and attorney

Senior Advisors
Transparency International would like to thank all those who volunteered their time, skills and hard work in 2009, in particular the following senior advisors:

Rüdiger Bandilla, Arun Duggal, Hansjörg Elshorst, Dieter Frisch, Roslyn Hees, Fritz Heimann, Chong San Lee, Kerstin Leitner, Donal O'Leary, Rosa Inés Ospina, Peter Rooke, Sylvia Schenk, José Ugaz, Michael Wiehen.

INDIVIDUAL MEMBERS
A GLOBAL MOVEMENT

Azeddine Akesbi
Morocco

Sion Assidon
Morocco

Jermyn Brooks
United Kingdom

Laurence Cockcroft
United Kingdom

Peter Conze
Germany

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Tanzania

Michael Davies
Canada

Peter Eigen
Germany

Hansjörg Elshorst
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United States

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ACCOUNTABILITY

INTEGRITY

SOLIDARITY

COURAGE

JUSTICE

DEMOCRACY

Transparency International
International Secretariat
Alt-Moabit 96
10559 Berlin
Germany

Phone: +49 - 30 - 34 38 200
Fax: +49 - 30 - 34 70 39 12

ti@transparency.org
www.transparency.org