



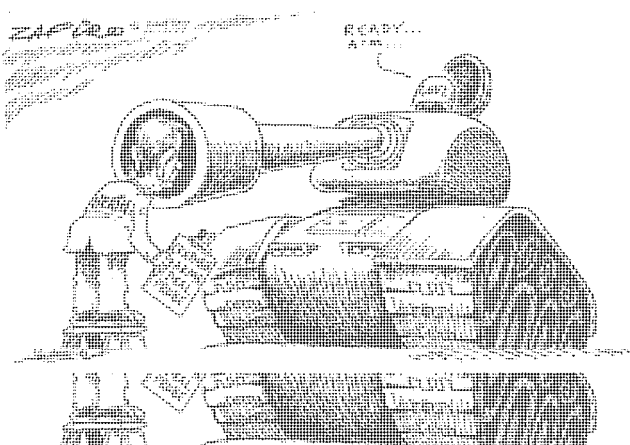
TRANSPARENCY INTERNATIONAL

MORE ABOUT

THE TI MISSION

Transparency International (TI) is an international not-for-profit, non-governmental organisation devoted to curbing corruption worldwide. TI is also politically non-partisan. Since its foundation in 1993, TI has earned widespread recognition for its achievement in placing the fight against corruption on the global agenda. The challenge of keeping the issue at the forefront of global consciousness is a leading element of TI's continuing mission.

TI is committed to building, and working with, broad coalitions of individuals and organisations to curb corruption and introduce reforms. Rather than focusing on "naming names" and denouncing corrupt individuals, governments or companies, TI



tackles corruption at the national and international levels by building stronger integrity systems.

Internationally, the TI movement's main aim is to infuse transparency and accountability into the global value system as generally recognised public norms. The International Secretariat works with the private sector and with international organisations, such as the OECD, to strengthen the policy and legal framework for international business. While the International Secretariat leads the organisation's international agenda, more than 80 national chapters spearhead TI's grassroots involvement within their respective countries.

TI's national chapters work to raise awareness of the damage done by bribery and corruption and to identify and contribute to constructive means of reforming national legal and political systems. The coalition-building approach brings relevant actors together, from government, business, academia and the professions, the media, and the diversity of civil society organisations.



TI has offices with a staff of about 40 at its International Secretariat offices in Berlin and London, and a small office in Santiago. Its resources are enhanced by a team of experienced professionals who volunteer their time, expertise and extensive contacts.

From the very beginning, TI has chosen to play the role of a catalyst, seeking out opportunities where other more specialised organisations can be mobilised to take on the fight against corruption instead of itself providing technical assistance in the traditional sense of the term. Working in partnership with other organisations has allowed TI to increase its effectiveness.

A CIVIL SOCIETY ORGANISATION

TI believes that civil society organisations should provide much of the impetus and leadership in the global fight against corruption. National governments do not have the global reach to drive this fight, while international institutions have difficulty mustering the political will for effective action. Government and business are often part of the corruption problem themselves.

TI's work has contributed to a situation where many leading institutions, both in the private and public sectors, have now started to address corruption: signing international agreements; changing laws, regulations and standards; and introducing new policies to curb corrupt practices. TI also encourages civil society organisations focusing on other issues to integrate the fight against corruption into their own agendas, and engages in partnerships with leading civil society organisations in fields such as human rights, education and the environment.

TI directs many of its efforts at developing a meaningful role for civil society (including TI's own national chapters) into the reforms it advocates. But in order to succeed in their task, civil society



organisations must work at building their own structures and sharpening their own skills.

To assist in the growth of civil society involvement in anti-corruption initiatives, TI has a programme for capacity building that includes grants for training, seed money and the provision of expertise. TI has established the Partnership for Transparency Fund (PTF) to further assist civil society by funding the participation of experts in the design and delivery of anti-corruption programmes. The fundamental premise for setting up the PTF was that civil society can be more effective in this role if it is financially independent from government or aid agency contracts.



TI'S GOVERNANCE STRUCTURE

TI was created as a non-profit organisation under German law and is governed by a twelve-member Board of Directors. The Chairman of the Board and two Vice-Chairmen form its executive. The Chairman of the Board acts as chief executive of the international movement and has overall responsibility for articulating its mission. The main tasks of the Board of Directors include input into the strategic direction of the organisation, approval of its annual budget and the appointment of the managing director. In addition, the Board decides on the accreditation of TI national chapters. Board terms are fixed at three years and are renewable.

Every TI national chapter is a distinct legal organisation, which elects its own board of directors and also designates one member to represent the chapter at TI's Annual General Meeting. This representation from national chapters around the globe, along with a number of early leaders of the TI movement, creates the base of the movement's governance structure, and is convened once a year for an Annual General Meeting. This meeting serves a number of formal and policy purposes, the most important of which



is the election of the Board of Directors and its Executive. The AGM is also called upon to approve the Executive's annual report and must ratify any changes to the organisation's Charter.

An Advisory Council, consisting of around 40 prominent individuals, brings expertise and high-level contacts to assist the organisation with their international experience and perspective. Prospective Advisory Council members are invited to join the organisation by the Board of Directors.

TI NATIONAL CHAPTERS

At the national level, TI's mission is implemented by its national chapters which represent the core of the TI movement. These locally registered, non-governmental organisations are legally independent from the International Secretariat.

The TI national chapters are present on every continent and are in all stages of development. Most of them focus on strengthening the "national integrity system" of their countries. The "national integrity system", a term coined by TI, refers to a holistic approach to transparency and accountability that embraces a range of institutions, laws and policies in order to prevent or control corruption. These instruments and institutions include democratic legislatures, independent judicial systems, government watchdog agencies, the media and civil society.

While a majority of TI national chapters were created from the ground up, a number of others were formed within existing NGOs. This has allowed these chapters to benefit from the administrative structure, staff and expertise of the existing NGO.

All national chapters go through an accreditation process. National chapters are required to comply with TI's non-partisan, non-investigative approach.





TI'S CORE PRIORITIES

They must also adhere to TI's basic strategy of coalition-building with government, the private sector and civil society. National chapters enjoy a great degree of latitude in the determination of their agendas and action plans.

The fight against corruption has become a feature of many important reform programmes, and expertise in the field is widely available both in the public and private sector. In view of the increasing number of players and initiatives on the anti-corruption scene, TI has had to give careful consideration to selecting its priorities in order to retain its lead in the field and increase the effectiveness of its actions, both at the national and the international level. TI has identified core priorities at the centre of TI programmes.

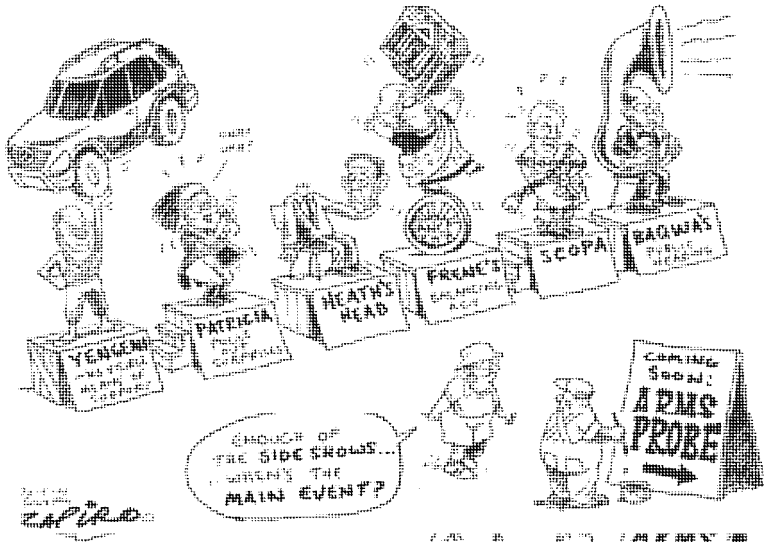
Awareness-raising and Advocacy

Although the awareness of corruption and its corrosive effects is much higher than it was only a decade ago, in many countries there is still a great need to make people generally aware of the extent of the problem and of the need to act. In addition, our message must be deepened and tailored for more specific audiences who must be convinced of the impact of corruption in their sectors. TI is all too aware of the fact that worthy issues can fade away long before effective and sustainable solutions have been identified and is therefore committed to continuously "reinventing" the issue of corruption to keep it relevant on the world agenda.

The bi-annual International Anti-Corruption Conference (IACC) plays an important role in deepening the awareness of corruption and fostering a productive dialogue on a broad array of corruption-related issues.

Beyond its awareness-raising efforts, TI also engages in advocating the implementation of





multilateral conventions, such as the OECD Convention on Combating Bribery of Foreign Public Officials, policy reforms and institutional initiatives aimed at addressing corruption at the international and national level.

TI promotes the use of particular strategies in specific sectors, such as the Integrity Pact, a contractual rejection of bribery by all parties in the procurement process for major public contracts, in privatisations and public auctions. TI has advocated other sectoral initiatives, such as the development of money-laundering guidelines for private banks and of an integrity standard for private enterprises.

Monitoring

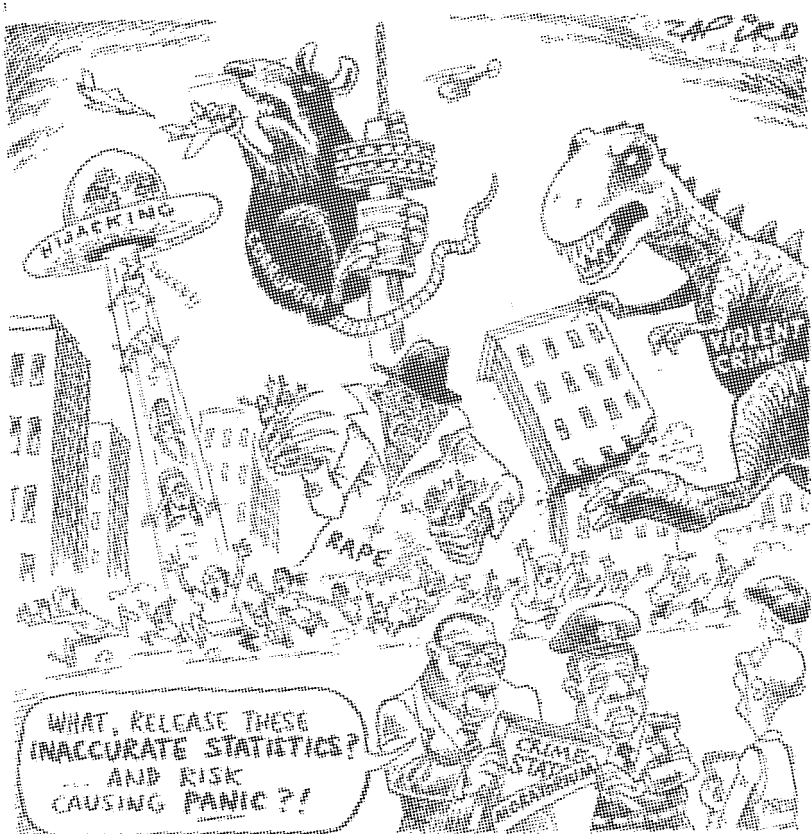
This work involves comprehensive or selective assessment of corruption incidence and trends as well as recording the successes and failures in combating corruption. These activities include TI's world-famous Corruption Perceptions Index and its Bribe Payers Index as well as various country surveys. TI and its national chapters also engage in monitoring activities, which assess government or private sector compliance with policy



commitments or international conventions, such as the OECD Anti-Bribery Convention, as well as the transparency of government processes such as procurement, privatisation and election financing.

Knowledge Management

To provide the knowledge base for reforms in the anti-corruption field, TI focuses on identifying and disseminating best practices and tools to contain corruption, including model laws, regulations and institutional frameworks. The *TI Source Book*, TI's newly revised and expanded flagship publication, provides policymakers and



anti-corruption practitioners with a comprehensive blueprint for good governance and accountability. It has been translated into more than 20 languages and adapted for a variety of cultural and legal settings.

The TI web site plays an important role in disseminating good practice and providing easy access to knowledge in the field of anti-corruption work. CORIS (Corruption Online Research and Information System), TI's online searchable database, provides national chapters, anti-corruption practitioners, researchers and all those with an interest in corruption with easy access to literature, documentation and information on corruption and related issues.

The growing body of knowledge and experience in anti-corruption work must be made available to anti-corruption initiatives both to inspire and inform their actions. To this end, TI is in the process of establishing a pool of anti-corruption best practices and "toolkits", based on concrete, successful experiences in fighting corruption.

TI's new annual Global Corruption Report (GCR), whose first issue will be published in late 2001, is intended to provide the global community with a prime awareness-raising and advocacy tool. The GCR will include articles on key corruption-related themes, surveys of international and regional trends and new relevant empirical data that will offer a perspective on corruption trends worldwide as well as new insights into corruption containment.



FUNDING

The activities and programmes of the International Secretariat are funded primarily by development agencies, foundations and the private sector. TI chapters do not pay membership dues to the International Secretariat. The International Secretariat does not provide funding for the



activities of its national chapters, except limited “seed money” to emerging chapters in poorer countries for start-up activities.

Encouraging chapters to secure their own resources underlines the relationship of equality between the International Secretariat and the chapters and contributes in the long term to chapters’ autonomy and sustainability.

Although TI’s access to financial resources has grown steadily since its inception, long-term funding of its core expenses remains a major challenge. TI is seeking to establish an endowment fund that will provide a firm foundation for funding core expenses of the TI Secretariat.



THE TI INTERNATIONAL SECRETARIAT

The primary role of the International Secretariat is to implement the organisation’s international agenda and to strengthen national chapters in the implementation of their own national agendas.

The Secretariat develops tools for advocacy and serves as a communications hub and information clearing-house. In parallel to the Secretariat and the national chapters, outside volunteers feed in to the process of issues management in close co-operation with the Secretariat in Berlin. The TI London office focuses mainly on collecting and disseminating state-of-the-art knowledge on corruption issues and compiling best practices on corruption control. The International Secretariat is headed by the Managing Director. Four Executive Directors are responsible for specific geographical areas, one Executive Director based in London is responsible for overall knowledge management activities, and one serves as Chief Financial Officer.

TI’s Programme Officers further TI involvement in their assigned countries by developing contacts with potential partners and supporting national chapters. They also co-ordinate Resource Persons

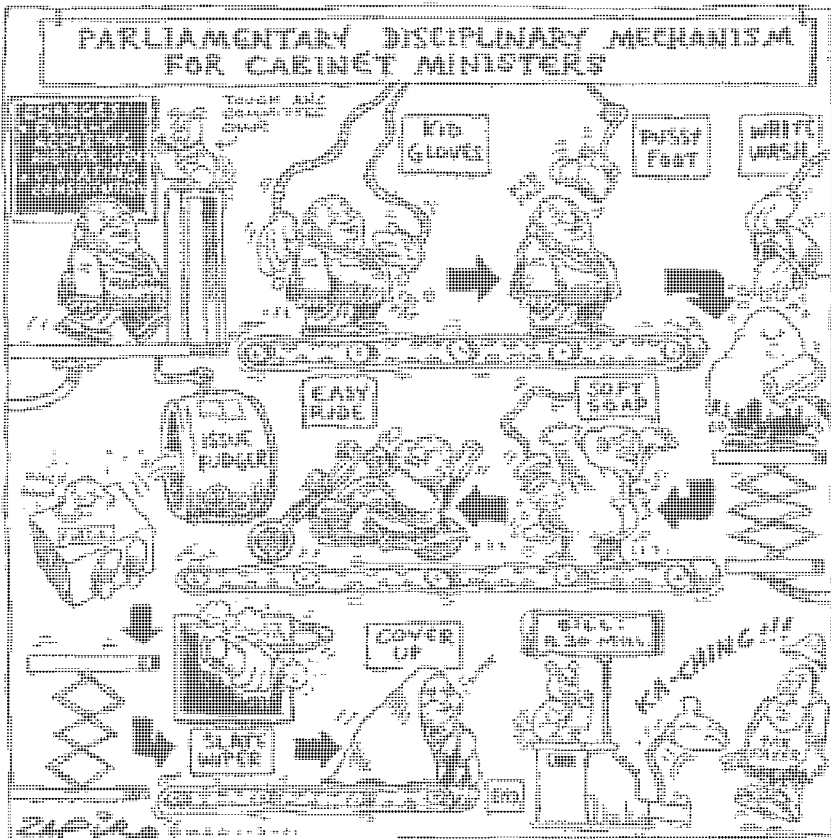




(experts from many countries who volunteer their services) in order to make international expertise available to chapters, and they maintain contacts with the relevant funding agencies. In addition, Programme Officers work with the national chapters on specific thematic activities such as international convention monitoring, private sector initiatives and survey projects under the supervision of TI Executive Directors.

Others handle core tasks such as building the capacity of national chapters and general administration. A team headed by an Executive Director is now in place to oversee TI finances and co-ordinate fundraising efforts. A public relations team is responsible for the development and implementation of the movement's global public relations strategy. The TI Knowledge and Information Services Unit is developing and maintaining CORIS, TI's online bibliographical database, which contains what is thought to be the largest collection of published and "grey", or unpublished, literature on the subject of corruption.





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