Transparency International (TI), the only global non-governmental organisation exclusively devoted to combating corruption, brings civil society, business, and governments together in a powerful global coalition. Through TI’s International Secretariat, based in Berlin, Germany, and around 90 national chapters around the world, TI works at both the national and international level to curb both the supply of, and demands for, bribery and corruption.
The fight against corruption is becoming truly global. The signing in December 2003 of the UN Convention against Corruption is a watershed for the anti-corruption movement. For the first time, an instrument has been agreed upon by countries from across the globe. TI lobbied at the long negotiation sessions to make the convention as effective as possible. We also campaigned to secure an annual UN International Anti-Corruption Day on December 9.

Regional anti-corruption instruments have also made headway since 2002. The first round of monitoring of the Inter-American Convention Against Corruption began. The Council of Europe Criminal Law Convention on Corruption reached the required number of ratifications for its entry into force. TI national chapters in Africa were engaged in the drafting of the African Union Convention on Preventing and Combating Corruption, adopted by AU heads of state in Maputo in July. Meanwhile, TI continued to monitor OECD governments to ensure that they abide by their commitments under the 1997 OECD Anti-Bribery Convention.

The first TI Global Corruption Barometer - a new survey polling the general public in 48 countries - sent a clear message to politicians that they must rebuild the trust of ordinary people. The Barometer found that in three countries out of four political parties are the institution from which citizens would most like to eliminate corruption. TI has been working around the globe to call political parties to account when it comes to campaign finance, and to challenge elected politicians to live up to their campaign promises on fighting corruption. In this spirit, the forthcoming TI Global Corruption Report 2004 will focus on political corruption.

On the public sector front, TI chapters from Argentina to Zambia continue to work with governments on their reform programmes. TI has been a leading voice in calling for transparency in public procurement, most recently at the WTO Ministerial Meeting in Cancún. In the past year we have seen key figures from TI chapters - John Githongo in Kenya, Luis Bates in Chile, and Goh Kun in Korea - leave the TI movement to take senior positions in government, showing that our voice is being heeded in the corridors of power. Luis Moreno Ocampo, a former member of TI’s international board and the head of TI’s national chapter in Argentina, was appointed the first Chief Prosecutor of the International Criminal Court in May 2003, and has publicly declared that he will investigate the trail of assets plundered by dictators.

During the past year, corruption scandals have rocked the private sector - often involving companies from rich countries such as the USA, Norway, Finland and Germany. The conviction in Lesotho in 2002 of a Canadian engineering company for paying bribes to a local official sounded a wake-up call for companies doing business abroad. Never before had a developing nation held such a large, multinational company to account for its corrupt practices. TI continues to push for more transparency in business - with the promotion of the “Business Principles for Countering Bribery” and the “Publish What You Pay” campaign.

Ten years after the launch of TI, the TI Secretariat has consulted the TI movement worldwide in conducting a strategic planning exercise to better position our movement for the challenges ahead. We have also updated our Charter to reflect the reality of our growing movement and, to put our finances on a firmer footing, TI has launched an Endowment Fund.

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Just ten years ago, the topic of corruption was taboo in development circles. Today, it is increasingly recognised as one of the greatest obstacles to development and economic growth. The eradication of corruption is crucial. The welfare of millions around the world depends on it.
Keeping corruption on the agenda

INTERNATIONAL ANTI-CORRUPTION CONFERENCE

Anti-corruption activists from around the world met in Seoul, South Korea, in May 2003 for the 11th biennial International Anti-Corruption Conference (IACC), under the banner “Different Cultures, Common Values”. Some 900 people from 108 countries, representing government, civil society and the private sector, met in Seoul on 25-28 May to exchange experiences and develop new strategies in the fight against corruption. Delegates addressed a range of issues, from failures in corporate self-regulation to the injustice of political immunity. Conclusions were presented to government ministers meeting in Seoul for the Global Forum III on 29-31 May 2003. TI, which serves as secretariat to the IACC Council, provided support to the Korean government, which hosted the event. For details, see www.11iacc.org. The 12th IACC will be held in Santiago, Chile, in 2005.

Alongside the Seoul conference, TI also organised the second international Film for Transparency festival. Audiences could choose from 29 titles from every corner of the world. Clean Korea 21, an art programme organised by TI Korea, featured dance, body-painting, theatre and visual arts.

TI INTEGRITY AWARDS

The TI Integrity Awards are presented annually to honour the courage of anti-corruption fighters from around the globe, who risk their livelihood to uncover and call attention to corruption. The 2003 winners were Dr Dora Akunyili, the Director General of the National Agency for Food and Drugs Administration in Nigeria, Sua Rimoni Ah Chong, the former Chief Auditor of Samoa, and Anna Hazare, an Indian campaigner against government corruption. In 2003, posthumous tributes were paid to two individuals who died while taking a stand against corruption: Abdelhai Beliaddouh, an investigative journalist from Algeria, and Antonio Sibasib-Macuacu, the chairman of the largest commercial bank in Mozambique.

INVESTIGATIVE JOURNALISM PRIZE

TI also supports the work of investigative journalists. In April 2003, Jorge Loáisiga, a journalist at Nicaragua’s La Prensa, who investigated the embezzlement of state funds by former Nicaraguan President Arnoldo Alemán, was awarded the first Prize for the Best Investigative Journalism Report on Corruption in Latin America and the Caribbean. The annual award, worth US$25,000, is co-ordinated by TI and the Instituto Prensa y Sociedad, a member organisation of TI Peru.

TI was itself honoured with two international awards in 2002: We received the Carl Bertelsmann Prize, for innovative coalition-building, and the Media Tenor Agenda-Setting Award, for putting corruption higher on the international media’s agenda.

In 2003, TI was presented with the Triple Bottom Line Investing Award, recognising TI’s work in highlighting corruption as a threat to sustainable business activity and socially responsible investment.

Integrity Award winners (left to right): Sua Rimoni Ah Chong, Dr Dora Akunyili, Anna Hazare, winners in 2003
Jana Dubocová, Luis Roberto Mesquita, Dr Peter Schönhofer, winners in 2002

“The average citizen can do a lot to help
Luis Roberto Mesquita, Brazilian businessman and winner of a TI Integrity Award 2002
Armenia/Indonesia/Panama

Lights, camera, action!

TI national chapters around the world have used the power of television to raise awareness about the effects of corruption on people’s daily lives and to inspire viewers to take a stand against it. In Armenia, the TI chapter co-operated with an independent film-making company to produce anti-corruption public service announcements. Meanwhile, TI Indonesia worked with a popular Indonesian theatrical group to produce 13 episodes of the sitcom Komedi Nusa Getir (“Comedy of Bitterness Island” in Bahasa). The programme is set in a fictitious village, meant to be a microcosm of Indonesia. It depicts how residents work to curb corruption in the village.

In Panama, the TI chapter participated in a local civic anti-corruption network to air a monthly one-hour television debate on transparency and accountability.

Moldova/Global

Artists against corruption

Corruption is a favourite subject for cartoonists the world over. TI national chapters from countries as diverse as Brazil, Burkina Faso, Cambodia, Cameroon, Kenya, Morocco and Romania, have worked with artists on developing and using cartoons to educate the general public. In Moldova, the TI chapter organised an exhibition in spring 2003 entitled “Artists against corruption” at the National Museum of History in Chisinau. The collection showcased more than 500 anti-corruption cartoons produced by artists from the region. The artists whose work was presented had participated in a cartoon competition organised by TI Moldova.

Campaigning to bring corrupt leaders to justice

TI continues to call for the extradition by Japan of Peru’s former President Alberto Fujimori to face charges of corruption and human rights abuses. In the summer of 2003, TI national chapters sent letters to the Japanese Justice Minister urging Tokyo to extradite Fujimori to Peru. In spite of substantial evidence of Fujimori’s involvement in corruption scandals and human rights violations during his 10-year rule, the government of Japan has to date refused to extradite him. Investigations in Peru have uncovered that Fujimori and his adviser Vladimiro Montesinos created a vast criminal organisation. This network permeated the highest spheres of power and was responsible for unprecedented looting of Peruvian state resources, acts of corruption, assassinations and serious human rights violations. Some 1,400 alleged members of the criminal organisation led by Fujimori and Montesinos are under investigation, including many former high-ranking government and military officials.

HARD-HITTING REPORTS ON CORRUPTION

The Global Corruption Report 2003, with a special focus on access to information, is the second edition of TI’s annual flagship publication. Published in January 2003, the report was promoted globally by TI national chapters and drew substantial media coverage. A French edition of the GCR 2003 was launched in Paris in July and sections of the book were also translated into Arabic, Portuguese, and Spanish.

The TI Global Corruption Report 2004 will focus on political corruption, including political party and campaign finance and efforts to repatriate stolen state funds. A new feature – country reports – provides a critical assessment of corruption-related issues in 34 countries. For details, see www.globalcorruptionreport.org.

in the struggle against corruption.”
Empowering people

Effective tools help to reinforce the work of anti-corruption activists. Modelling the problem and documenting our experiences empower the next generation of corruption fighters. Tools also measure the extent and nature of the problem. They can show where progress has been made and where work is most needed.

NATIONAL INTEGRITY SYSTEM

The National Integrity System framework provides a powerful tool that has guided much of TI’s research activity. The model describes national integrity as a foundation supported by ‘pillars’. The pillars are all those institutions and practices that work together to protect against corruption. Since 2001, TI has released a series of reports which analyse specific countries in terms of this model. In the past year, National Integrity System Country Studies on Zambia, New Zealand and Papua New Guinea were published, highlighting weaknesses in governance and suggesting practical solutions. Reports due out in early 2004 include Bangladesh, India, Malawi, Sri Lanka, Uganda and Zimbabwe.

TI SOURCE BOOK

The TI Source Book continues to be a pivotal resource for anti-corruption activists across the globe. Work on the Source Book entered a new phase this year, with the development of digital anti-corruption resource pages, which will be piloted on TI’s website. In the past year, translations into Albanian, Bahasa and Nepali have been completed. The book is currently being adapted for application in the Arab context, with the participation of TI groups in Algeria, Bahrain, Egypt, Jordan, Lebanon, Morocco, Palestine and Yemen.

CORRUPTION FIGHTERS’ TOOL KIT

As a collection of civil society experiences, TI’s Corruption Fighters’ Tool Kit bears witness to the diversity and ingenuity of the anti-corruption movement. In October 2003, TI published the latest addition to the Tool Kit: 18 new tools. Now in its third edition, and encompassing more than 60 concrete civil society tools in areas ranging from reform of the judiciary to corruption control in public procurement, the Tool Kit has been distributed around the world and has been met with positive feedback.

CORISweb

Corruption researchers gained an important tool with the official launch of the CORISweb portal (www.corisweb.org) at the 11th IACC in Seoul in May 2003. The “Corruption Online Research and Information System” now provides easy access to more than 16,000 resources on corruption and governance. A decentralised system allows people anywhere in the world to add information directly, and editors across the globe screen the content. CORISweb has advanced search options and thematic pages.

RESOURCES FOR GOVERNMENTS

Putting tools at the disposal of governments is also a vital component of a holistic approach to tackling corruption. TI continues to assist Norway’s Christian Michelsen Institute in developing the Utstein Anti-Corruption Resource Centre (www.u4.no) serving the development ministries of the expanded Utstein group: Germany, the Netherlands, Norway, UK, Sweden, and Canada. The U4’s Anti-Corruption Helpdesk is serviced through the TI Secretariat’s London office.

SURVEYS AND INDICES

Surveys and indices provide snap-shots of corruption in everyday life and are highly effective in drawing attention to the issue. Simple, compact findings make the problem accessible to regular citizens and offer convenient benchmarks against which to measure progress. TI chapters including Colombia, Mexico, Kenya and Zambia have published national corruption surveys. Household surveys released by TI chapters in 2002 in Bangladesh, India, Nepal, Pakistan and Sri Lanka found high levels of corruption in public institutions across South Asia. Of seven major institutions, the police emerged as the most corrupt in all five countries.
CORRUPTION PERCEPTIONS INDEX
In October 2003, TI released the ninth annual TI Corruption Perceptions Index to unprecedented press coverage worldwide. The latest ‘poll of polls’ encompasses a record 133 countries, with 15 new additions in the Middle East. The index underscores the fact that corrupt behaviour is still perceived as a major threat, with seven out of ten countries scoring less than 5 out of a clean score of 10. See page 20.

GLOBAL CORRUPTION BAROMETER
The first TI Global Corruption Barometer was published in July 2003. The survey, commissioned by TI and carried out by Gallup International, measures attitudes towards corruption and expectations of future corruption levels in 48 countries. The survey also examined public opinion on individual sectors. Respondents in three countries out of four identified political parties as the institution from which they would most like to eliminate corruption. See page 23.

In the 2003 Global Corruption Barometer survey, 30,487 people were polled in 44 countries on the following question: If you had a magic wand and you could eliminate corruption from one of the following institutions, what would your first choice be?

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percentage of Respondents</th>
</tr>
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<tbody>
<tr>
<td>Business licensing</td>
<td>7.0</td>
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<tr>
<td>Courts</td>
<td>13.7</td>
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<tr>
<td>Controls</td>
<td>4.2</td>
</tr>
<tr>
<td>Education systems</td>
<td>7.5</td>
</tr>
<tr>
<td>Medical services</td>
<td>4.1</td>
</tr>
<tr>
<td>Immigration</td>
<td>8.4</td>
</tr>
<tr>
<td>Police</td>
<td>11.5</td>
</tr>
<tr>
<td>Private sector</td>
<td>3.1</td>
</tr>
<tr>
<td>Tax revenue</td>
<td>5.2</td>
</tr>
<tr>
<td>Other</td>
<td>2.2</td>
</tr>
</tbody>
</table>

In order to fight corruption, you need to know your enemy. TI launched the Anti-Corruption Resource Centre (ACRC) project in 2002 to establish knowledge hubs in Eastern Europe and the Former Soviet Union. In summer 2003, the first centres opened their doors in eight countries across the region: Armenia, Azerbaijan, Bulgaria, Kazakhstan, Lithuania, Moldova, Russia and Slovakia. Each centre includes its own website, library, media archive and is linked to CORISweb – TI’s global anti-corruption portal. Meetings and seminars are already being held in some ACRCs. The centres serve to stimulate more effective anti-corruption initiatives through the co-ordination of local NGO activities. The programme will expand over the next two years into other countries in the region.

In July 2003, Transparência Brasil launched the Às Claras database. It provides the public with aggregated and cross-referenced information about political financing in Brazil, based on raw data collected by the Higher Electoral Tribunal. Although parties and candidates at the state and federal level are required by law to disclose their financial information to the Electoral Tribunals, the information had never been organised in a way that was easily accessible to the public. Civil society organisations, journalists, and ordinary citizens can use the database to learn which donors finance which candidates, where each candidate’s funding comes from, and to study patterns of financing by region or economic sector. The database is available at the website: www.asclaras.org.br.
At the grassroots

TI’s coalition-building approach brings together government, business, academia, professionals, the media and the diversity of civil society organisations. TI national chapters are locally registered organisations that mobilise individuals and work with other groups to lobby for transparency, monitor public finances and call their leaders to account.

Anna Hazare, a winner of this year’s TI Integrity Award, has spoken out courageously against corruption in local government and the forest industry in his home state of Maharashtra, India. He has been able to mobilise massive citizen action and has brought about major legislative reforms through protests, including a ‘fast-unto-death’ hunger strike. Mr Hazare and the other Integrity Award winners demonstrate the power that individuals and civil society can wield.

PRESSING FOR ACCESS TO INFORMATION

The availability of information is a prerequisite for the emergence of an informed public, empowered to participate meaningfully in public debate and to hold those who govern accountable. The TI Global Corruption Report 2003 featured a special focus on access to information.

TI chapters have campaigned for effective freedom of information laws and monitored their implementation. After several years of lobbying by a civil society coalition that included Transparencia Mexicana, this year finally saw the enacting of a nationwide freedom of information law, which greatly expands the scope of government disclosure in Mexico. TI Russia drafted an access to information law for Kaliningrad, which was enacted in 2002. Meanwhile, TI chapters have opened access to information offices to assist ordinary citizens in requesting information from the state: Forum Civil (TI’s national chapter in Senegal) opened two such offices in 2002, and in Peru, the Instituto Prensa y Sociedad, one of the member organisations of TI Peru, established an office in 2002, which helps citizens take advantage of the new Peruvian access to information law. The Lebanese Transparency Association (TI Lebanon) has launched the website www.arabaccess.org as a platform for activists promoting access to information in the Arab World. TI chapters in Bosnia and Herzegovina, Croatia, Macedonia and Serbia are implementing the Accountability Programme in the Western Balkans, which aims to address deficiencies in government accountability by proposing remedies in the areas of free access to information and conflicts of interest of public officials.

“Corruption hits hardest at the poorest in society.”

Mary Robinson in the TI Global Corruption Report 2004

SUPPORTING THE WORK OF JOURNALISTS

The media is an important partner in the fight against corruption. In the past year, TI has conducted or supported training in investigative journalism and financial reporting in countries around the globe, including Afghanistan, Argentina, Ghana, Senegal, Tajikistan and Zimbabwe.

CALLING POLITICIANS TO ACCOUNT

On the global front, TI joined with anti-corruption activists, led by former Elf investigating judge Eva Joly, to compose and sign the Paris Declaration in June 2003, putting forward a series of measures to curb international corruption. The 10-point “call for action against large-scale corruption” urges governments to strengthen judicial processes against the opportunistic use of special immunities and statutes of limitations. It also calls on banks to keep detailed records of transactions and to monitor “high-risk” customers, and demands that listed corporations be required to publish all payments made to government entities.
Transparency International Annual Report 2003

**Mexico**

**Keeping a watchful eye on government spending**

A lack of public information and low levels of citizen participation often mean that public funds destined for social programmes are either misused or manipulated for political reasons. In order to address this problem, Transparencia Mexicana (TI's national chapter in Mexico) together with the Mexican Ministry for Social Development (Sedesol) launched a Citizens' Manual in September 2002, to help individuals and civil society organisations monitor the funding and implementation of government social programmes.

The manual makes it easier for citizens to hold the government accountable for the use and misuse of these funds. The book describes each social programme in detail using text and diagrams. The manual not only allows citizens to better understand the particular aims, procedures, and funding available for each programme, but also teaches them how to register a complaint about perceived irregularities.

In order to promote a widespread use of the manual and ensure its effectiveness, Transparencia Mexicana and Sedesol also ran a training workshop for 320 Mexican civil society organisations, and provided each organisation with a password they can use to trace their formal complaints electronically within the government system. The manual is updated every year, and is available both in print and on the Internet: www.manualciudadano.org.mx.

**MICRO PROJECTS AGAINST CORRUPTION**

TI continued to work with the Partnership for Transparency Fund (PTF), an NGO funding small projects to curb corruption. In May 2003, PTF announced the launch of a new three-year global anti-corruption programme to support low-cost civil society projects in Africa, Asia, Latin America, and Eastern Europe. In 2003, such a grant enabled TI Indonesia to assist local government authorities to reduce corruption in public procurement. Other projects are currently underway in a dozen countries including Costa Rica, Mongolia, Nepal, the Philippines and Tanzania, addressing a range of transparency issues.

**STRIVING FOR CLEAN FORESTS**

In 2003, TI continued to host the Forest Integrity Network (FIN) – a multi-stakeholder network focusing on building coalitions to combat forest sector corruption. With a strong presence at the TI Secretariat, FIN was able to put the issue of forest corruption higher on the agenda and set the stage for future in-country FIN activities. See www.transparency.org/fin.

**Zimbabwe**

**Condemning the crackdown of civil society leaders**

TI national chapters often work in difficult situations. This year saw the harsh treatment by the Zimbabwean authorities of John Makumbe, the Chairman of TI Zimbabwe and a member of the international board of TI. Dr Makumbe was arbitrarily detained by police in February 2003 and assaulted while in handcuffs before being released. He was among the civil society leaders arrested when police armed with batons prevented the holding of a meeting at a church in Harare. TI national chapters from Costa Rica to Kenya to Papua New Guinea sent letters of support to Dr Makumbe and joined the TI-Secretariat in condemning the treatment he received at the hands of the Zimbabwean authorities. In November 2003, the authorities flexed their muscles yet again: Makumbe was arrested during a peaceful meeting of civil society leaders and trade union leaders in Harare on 18 November. The arrests are an alarming sign of a further deterioration of the treatment of civil society leaders in Zimbabwe.

**Power of the People (2000), a documentary from the Republic of Korea, which featured in Film for Transparency 2003, TI's second international anti-corruption film festival.**
Public sector clean-up

Public sector participation is indispensable for any progress in the fight against corruption. Governments have a powerful ability to lead by example as well as having the authority to enact, and ultimately enforce, anti-corruption legislation. TI works with governments and public officials to develop strategies to promote integrity, transparency, and financial accountability.

Political corruption

Political corruption takes many forms, from vote buying and abuse of state resources to public officials demanding ‘protection money’. The TI Global Corruption Barometer 2003, a survey of the general public across the world, found that in three out of four countries political parties are singled out as the institution from which citizens would most like to eliminate corruption. TI’s Global Corruption Report 2004, due out in March, will provide new insight into the issue. Highlights include a list of the most corrupt leaders in recent history and the amounts they allegedly embezzled; and a table revealing that, of 34 countries surveyed, in recent years more chose to extend the scope of immunity from prosecution for political leaders than to limit it. The book will also contain TI’s new Standards on Political Finance and Favours.

TI develops practical solutions for controlling corruption in political financing. During the past year, TI chapters in Argentina, Colombia, Costa Rica, Ecuador and Panama have promoted greater transparency in election campaigning via the ‘visible candidates’ tool, which has candidates for public office disclose their credentials, personal assets and campaign financing. In Argentina, Brazil, the Czech Republic, Guatemala, Nepal, Pakistan, Slovakia, Taiwan and Turkey, TI chapters have challenged electoral candidates and elected politicians to publicly make statements on their anti-corruption policies. TI Bulgaria has created an index of political party financing. Meanwhile, the Bahrain Transparency Society, TI Cameroon and TI Kenya monitored their countries’ elections, and TI’s chapter in Cambodia produced voters’ guides to help the public make educated choices about their future leaders.

During the 2003 presidential campaign in Argentina, Poder Ciudadano (TI Argentina) launched a campaign called Iluminemos el Cuarto Oscuro (“Light up the Dark Room”) to promote election transparency. The campaign included the creation of a database with key information about the candidates and their campaign expenses, which was widely disseminated with the help of NGOs all over the country. Poder Ciudadano created a toll-free hotline that citizens could call to learn more about the electoral process and report irregularities and complaints. Two months ahead of the elections, Poder Ciudadano also scrutinised the media to determine the amount of coverage given to each candidate.
“Public sector corruption is one of the greatest obstacles to development. It costs Kenya well over a billion euros a year.”

John Githongo, Permanent Secretary for Governance and Ethics in the Office of the Kenyan President and former Executive Director of TI Kenya

THE INTEGRITY PACT AND PUBLIC CONTRACTING PROGRAMME

The TI Integrity Pact (IP), a ‘no-bribes’ pact designed to safeguard public procurement from corruption, has now been implemented in more than a dozen countries and in large-scale infrastructure projects ranging from telecommunications to public transport. This year, the Integrity Pact and Public Contracting Programme was established at the TI Secretariat.

Several new TI Integrity Pacts have recently been introduced. TI Ecuador successfully implemented two IPs in tender processes for telecommunications services. TI Colombia has introduced IPs in the procurement of medicines and services for the social security authority and in the contract for the design of the concession system for Bogota’s international airport. Meanwhile, TI Chile is working with the Ministry of Finance to introduce the IP in several contracting processes. TI chapters in Argentina, Mexico, and Pakistan also have initiatives underway. In Greece, Kenya, Paraguay and Trinidad & Tobago, TI national chapters are leading initiatives to introduce elements of transparency and corruption prevention into their respective countries’ procurement laws.

ANTI-CORRUPTION LAWS AND ENFORCEMENT

Governments have the unique ability to give anti-corruption policies their ‘teeth’. TI’s national chapter in Cambodia, the Center for Social Development, worked in a broad coalition including civil society and the government in 2002 to draft a long-awaited anti-corruption law. The text will be placed before parliament this year. TI Moldova scored a major success in December 2002 when the Moldovan government chose to adopt their proposals for a two-year national programme on fighting corruption and crime. TI Madagascar joined forces with the public and private sectors and civil society to draft a national anti-corruption strategy.

CODES OF CONDUCT

TI works with governments, judges and civil servants on developing codes of ethics for public-office holders. In July 2003, TI assisted Nigeria’s newly re-elected president Olusegun Obasanjo in facilitating an ethics retreat for his new cabinet, during which the cabinet reviewed and strengthened the Code of Conduct for Ministers. In an effort to strengthen public confidence in the judiciary, TI Bulgaria developed a Code of Conduct for judicial administration officials, which was widely adopted.

Corruption in post-conflict reconstruction

Corruption in post-war economies is an acute problem. It is most prevalent in government revenues and taxation, especially customs revenues, cash transfers from donors, and monopoly rents. Such revenues are often kept “off-budget” and squandered on political patronage and embezzlement. Corruption can also jeopardise a fragile peace.

In Sri Lanka, billions of dollars in international donor aid have been promised for rebuilding and resettlement of displaced persons. Peace talks continue intermittently, and donor aid is regarded as a strong incentive to end the conflict. TI Sri Lanka has urged both the donor community and the government to ensure that transparency and accountability measures are built into the reconstruction process.

Similarly, transparency and accountability must be the watchwords for post-war reconstruction in Iraq. TI has repeatedly called for an open international bidding process for the reconstruction of the Iraqi oil industry, including strict rules on conflicts of interest. TI has also urged multinational oil companies to ‘publish what you pay’ to the Iraqi government or any interim administration with respect to oil contracts.

Lebanon, with a civil war that ended in 1991, has been using its experience to the benefit of the TI network. The reconstruction process was ridden with corruption, discouraging foreign investment and stifling the economy. A recent study by TI Lebanon highlights the enormous cost and socio-political impact of corruption.

New beginnings

This July, TI Kenya was able to bring together a broad coalition, including government, private sector and civil society, for a National Anti-Corruption Workshop. President Mwai Kibaki took the opportunity to launch his Public Officers Ethics Act, which includes a mandatory declaration of assets for all public officials, including the president himself. The end of the Moi regime has meant a change in strategy for TI Kenya: the organisation is now moving from advocacy and raising awareness of corruption to advocating pragmatic solutions to reduce it.
BUSINESS PRINCIPLES FOR COUNTERING BRIBERY

The Business Principles for Countering Bribery, published in December 2002, are an initiative facilitated by Transparency International and Social Accountability International. The Business Principles aim to provide companies with a practical and comprehensive anti-bribery tool that can be used as a ready-made system or as a benchmark for existing practices. Their development was overseen by a steering committee drawn from business, academia, NGOs and trade unions.

The Principles have been presented to diverse business audiences at workshops and introductory seminars around the globe in dozens of major cities. The workshops are designed as the first step in the process of engaging business in a serious effort to commit to fighting bribery throughout their organisations.

In France, the large building materials manufacturer, Lafarge, has committed to implement the Principles and to report on progress in next year’s annual report. In Belgium, Solvay and Bekaert, two large companies, have benchmarked their systems against the Principles. The World Economic Forum (Davos) has begun a process in the Energy, Metals and Mining, as well as the Engineering and Construction industries using the Principles to determine the need for industry-specific guidelines.

The Business Principles also serve as a guide for practical implementation of the terms of instruments such as the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, the International Chamber of Commerce (ICC) Rules of Conduct to Combat Extortion and Bribery, and the anti-bribery provisions of the revised OECD Guidelines for Multinationals.

The ICC has also released a corporate practice manual on combating corruption (www.iccwbo.org). The book, Fighting Corruption, was edited by ICC anti-corruption commission members François Vincke (of TI Brussels) and Fritz Heimann (TI USA), and includes a contribution from Michael Davies of TI Canada. Among other matters, it calls on companies to encourage whistleblowing by creating internal policies under which employees can report concerns without fear of retribution.

CUTTING OFF THE FLOW OF CORRUPT FUNDS

Transparency International and some of the world’s leading private banks came together in 1999 to formulate global anti-money laundering guidelines for international banking. TI served to foster an atmosphere of mutual trust in which the banks became willing to discuss sensitive information. In 2000, the Wolfsberg Group (named after a formative session held in Wolfsberg, Switzerland) published a set of standards known as the Wolfsberg Principles for Private Banking (www.wolfsberg-principles.com). The principles set benchmarks for determining the identity of a bank’s customers and the nature of transactions they process for those customers. In November 2002, the group widened its remit with the release of the Anti-Money Laundering Principles for Correspondent Banking.

TI’s role in the Wolfsberg Group remains focused on advocacy. TI is interested in seeing the group expand its activities globally, based on the conviction that future scandals will not be prevented until the world’s worst regulated financial centres improve their standards.

Promoting business integrity
“Investors tend to stay away from countries with high corruption levels. Countries most in need of foreign investment tend to be those that suffer the most from corruption.”

Peter Eigen, Chairman of Transparency International, for the Carnegie Endowment Newsletter Issue 4, 2002

RETURNING LOOTED FUNDS TO DEVELOPING COUNTRIES
TI has worked to identify ways in which banks can collectively contribute towards the fight against the looting of state assets by corrupt politicians, their associates and business interests.

As a corollary to global initiatives, African national chapters of TI have continued to work on a comprehensive strategy on combating money laundering and looting of state assets in the region. The ‘Nyanga Action Plan’ (named after Nyanga, Zimbabwe, where TI chapters initiated the campaign in 2001) includes communication and advocacy measures as well as a documentation and research component. The group seeks to evaluate and lobby both national governments in the region and intergovernmental organisations worldwide.

At the negotiations on both the UN and AU conventions on fighting corruption, TI advocated the inclusion of provisions to increase mutual legal assistance in the case of asset recovery.

CALLING FOR TRANSPARENCY OF OIL REVENUES
As a founding member of the Publish What You Pay campaign – now comprising more than 150 NGOs globally – TI continues to work on improving public sector financial management of resource-rich countries. In 2003, TI and its PWYP partners met with oil and mining companies, governments, and civil society organisations to garner support for the initiative. The coalition is also increasingly focusing on the role of international financial institutions, banks, investors and donor agencies, and is examining a variety of potential regulatory mechanisms.

TI welcomes the Extractive Industries Transparency Initiative, launched by the UK government in 2002. However, there are reservations about the effectiveness of a voluntary, as distinct from mandatory, scheme in which data disclosed will be highly aggregated rather than company by company. TI-UK and TI chapters in oil-rich countries such as Azerbaijan, Indonesia, Kazakhstan and Norway have shown leadership in lobbying for oil revenue transparency. In November 2003, Nigerian President Olusegun Obasanjo sent a powerful signal in Berlin when he pledged his country would openly publish all revenue it receives from the oil industry.

Clean Money, Dirty Money
Given the role of London as a leading international financial centre, TI-UK set up a Money Laundering Working Group in 2002 to oversee the production of an investigative report on money laundering activities among financial professionals and firms. The result, Clean Money, Dirty Money – Money Laundering in the UK, published in June 2003, makes 18 specific recommendations on: the deterrence and detection of money launderers, the expansion of the activities covered by the UK’s anti-money laundering regime, and improvements in the current fragmented approach to enforcement.

Mauritius/Gambia

Working with business in Africa
This year, Transparency Mauritius has maintained a steady focus on the private sector by communicating and disseminating the Business Principles for Countering Bribery. Nationally, they have been working together with the Committee on Corporate Governance, the Joint Economic Council, the Mauritius Chamber of Commerce and Industry, and the American Management Services Company.

Another approach comes from TI’s national chapter in the Gambia. TI Gambia has been collaborating with TI-UK on developing a Business Guide for UK Businesses Working in The Gambia. The practical guide lays out how business can avoid becoming involved in corrupt practice. It will serve as a pilot for collaboration between TI chapters in tackling both the supply and demand sides of corruption.
In the past year, Transparency International contributed to shaping the global international framework against corruption. We helped draft anti-corruption conventions and continued to monitor their enforcement. We lobbied their detractors, who undervalue the importance of universally enforceable standards for crimes that are condemned in all cultures and societies.

Engaging global organisations

UNITED NATIONS
TI has been involved in a number of anti-corruption initiatives sponsored by UN agencies, most notably the drafting and negotiation process leading to the adoption of the UN Convention against Corruption (see box on opposite page).

The UN’s Global Compact, to which more than 1,000 companies and organisations have signed up, is a global effort to lay out voluntary guidelines for corporate citizenship. TI has been working closely with the Global Compact office to consider how the UN Convention against Corruption can be reflected in the Compact. TI has advocated the inclusion of transparency as the tenth core principle of the Compact. In 2003, TI was also granted Special Consultative Status on the UN’s Economic and Social Council (ECOSOC).

WORLD BANK
TI held a joint all-day meeting on combating corruption in March 2003 in Washington with World Bank President James Wolfensohn and his team. TI called on the Bank to focus more on fighting private sector corruption and to make some improvements in fighting corruption in public procurement. TI’s representatives presented tools such as the TI Integrity Pact and the Business Principles for Countering Bribery, and identified a number of avenues of further co-operation.

OECD
Countries have made a disappointingly low level of commitment to the landmark 1997 OECD Anti-Bribery Convention criminalising bribery of foreign public officials. Although 35 countries have ratified the Convention and passed implementing legislation, there has been little or no enforcement of the new laws. TI has been studying the performance of signatory states and putting pressure on them to improve enforcement. In the summer of 2003, TI national chapters conducted surveys in their countries on the level of enforcement and prepared 11 written country reports. After a meeting of 39 experts from 19 countries in Paris in October 2003, TI submitted a report to the OECD Working Group on Bribery on overcoming obstacles to enforcement. TI urged governments to take a range of steps including establishing centralised national authorities responsible for foreign bribery enforcement, earmarking more resources for enforcement and for awareness-raising, establishing more reporting channels, and improving international legal co-operation, including co-operation with developing countries.

The peer review process for monitoring the Convention is also of key importance and TI has worked to support its continued functioning. After it became clear that insufficient staff and funding were jeopardising the success of the process (Phase II of monitoring), TI launched a campaign in autumn 2002 to protest against the shortfall in the budget for the Secretariat serving the OECD Working Group. The campaign proved a success: countries ratified full funding of the monitoring process for 2003 and 2004. Thus, in addition to the one country reviewed in 2001 (Finland), and the three countries monitored in 2002 (US, Iceland, Germany), another four countries were reviewed by the OECD Working Group in 2003 (Bulgaria, Canada, France and Norway), and a further seven reviews are planned for 2004. TI national chapters have made submissions to the OECD Working Group for most of these reviews.

To counter the continued low level of awareness about the OECD Convention, notably among companies in developed countries, TI made efforts to make more information available about the Convention and national anti-bribery legislation – through the media, and at conferences and workshops worldwide.
CLEANING UP EXPORT CREDIT

During the past year, TI co-operated with the OECD Working Party on Export Credits and Credit Guarantees (ECG) to monitor progress on implementing the OECD Anti-Bribery Convention in the case of business transactions benefiting from official export credit support. TI national chapters in OECD Convention signatory countries surveyed their respective Export Credit Agencies and government ministries on recent progress. In its report to the ECG in April 2003, TI highlighted that while most Export Credit Agencies had taken anti-bribery measures since 2000, tougher action was needed, particularly in cases of “sufficient evidence of bribery”.

DEVELOPING GLOBAL STANDARDS FOR THE JUDICIARY...

TI’s Global Corruption Barometer 2003 showed that people widely perceive the judicial system to be corrupt. In November 2002, TI and the UN Global Programme Against Corruption facilitated a meeting of chief justices from a selection of countries in The Hague. The group finalised the Bangalore Standards of Judicial Conduct. Param Cumeraswamy, the UN Special Rapporteur on the Independence of the Judiciary (and Vice-Chairman of TI Malaysia), attended the meeting and included the Bangalore Standards in his report to the UN Human Rights Commission. The standards were endorsed by Member States of the Commission in April 2003.

... AND FOR PROCUREMENT

TI has been strongly urging the World Trade Organization (WTO) to recognise the importance of fighting trade-related cross-border corruption. The WTO is the only major institution of global governance not to have initiated programmes to battle corruption. At the WTO Cancún Ministerial Meeting in September 2003, many countries refused to enter into negotiations on the Transparency in Government Procurement agreement. Despite the missed opportunity in Cancún, TI urges the WTO to continue working towards a multilateral agreement on transparency in government procurement.

A milestone for the anti-corruption movement: the UN Convention

Negotiations on the UN Convention against Corruption came to a successful close this autumn in Vienna, and governments were due to sign the Convention in Mérida, Mexico, on 9-11 December 2003. The Convention will come into force after it has been ratified by 30 countries.

The Convention breaks new ground in setting standards and guidelines for the global fight against corruption, and in fostering international co-operation for the prevention and criminalisation of corruption, and the return of stolen assets. TI participated in all of the negotiating sessions as an observer and submitted proposals to the drafting committee at each session.

But over the two-and-a-half years of negotiations, there were some setbacks. An important article which called for legislative and policy changes to make the funding of political parties transparent and accountable was replaced by a weak optional provision.

As the first global anti-corruption instrument, the Convention provides a unique opportunity to create public awareness and commitment to curbing corruption. But political will is essential to the Convention’s success, in particular to the goal of achieving effective corruption prevention and enforcement. TI is committed to co-operate with the UN Office of Drugs and Crime in constructive follow-up work to encourage states to sign, ratify and implement the Convention and to monitor their progress. The immediate task ahead is to urge states to ratify the Convention as soon as possible so it will be an active, legally binding instrument.
THE AMERICAS

The 1996 Inter-American Convention Against Corruption has now been ratified by 29 of the 34 members of the Organization of American States. The Convention provides a blueprint for reducing corruption in the public sector across the Americas. It calls for criminalising a range of corrupt acts, increased enforcement, enhanced judicial co-operation and stronger preventive measures, such as codes of conduct, assets disclosure and whistleblower protection.

All but two of the 29 signatories are participating in a follow-up process to promote implementation and enforcement of the Convention. In the first phase, governments responded to a questionnaire on specific provisions, including preventive measures, oversight bodies, and civil society participation. A Committee of Experts, which includes representatives of all participating countries, has begun to review countries’ compliance with these provisions.

In 2003, the Committee completed reviews of Argentina, Colombia, Nicaragua and Paraguay. TI chapters from each of these countries submitted an independent evaluation of their government’s performance to the Committee. The Committee has issued final reports, which indicate that it took TI findings into account. In 2004, Chile, Ecuador, Panama and Uruguay will be reviewed. TI chapters in these countries have already submitted evaluations of their governments’ compliance to the Committee.

TI has promoted broad civil society participation and transparency in the follow-up process. Several issues of concern remain. While the Committee has published many key documents on the OAS website, some of the countries participating in the process have denied public access to their responses to the questionnaire. Another problem is the exceedingly slow pace of review. At the current pace, the first phase of review will not conclude until 2006. Funding for the process must also be assured to provide the necessary professional staff to conduct timely, thorough and meaningful assessments.

AFRICA

At the Maputo summit on 10–12 July 2003, African Union (AU) heads of state adopted the AU Convention on Combating and Preventing Corruption, thus paving the way for an African instrument to fight bribery and to help countries live up to the promises they made under the New Partnership for Africa’s Development (NEPAD). The AU Convention is now open for signature and ratification by AU member states, and TI is urging countries to show leadership by committing to this new instrument. The Convention guarantees access to information and the participation of civil society and the media in monitoring that access. It outlaws the use of funds acquired through illicit and corrupt practices to finance political parties, and requires state parties to adopt legislation to facilitate the repatriation of the proceeds of corruption. TI African chapters contributed actively to the elaboration and drafting of the Convention, and many of their recommendations were incorporated into the final text. The Convention requires ratification by 15 countries before its entry into force. In order to raise awareness about the Convention and increase citizen engagement in the process, TI published a plain language version of the Convention text in October 2003.

“(Corruption) debases democracy, undermines the rule of law, distorts markets, stifles economic growth, and denies many their rightful share of economic resources or life-saving aid.”

Kofi Annan, Secretary-General of the United Nations, June 2003
ASIA-PACIFIC

Asian and Pacific governments have been making progress on their commitments under the Anti-Corruption Action Plan for Asia and the Pacific. The initiative – endorsed by 18 countries as of November 2003 – outlines priority actions to take at national level in the public sector, private sector and civil society. TI has been represented on the Steering Committee since the Plan’s inception and all TI national chapters from the region attended the Plan’s annual meeting in Kuala Lumpur in December 2003. Representatives of TI Australia and TI Indonesia attended the Steering Group meeting in March 2003 in Jakarta, which, for the first time, was open to public observers. TI’s presentation highlighted the potential interlinkages between the Action Plan and the new UN Convention against Corruption, and other initiatives such as the APEC (Asia-Pacific Economic Cooperation) Transparency Accord.

EUROPE

As the European Union (EU) prepares to accept 10 new members in 2004, corruption continues to top the agenda. TI national chapters in Bulgaria, the Czech Republic, Estonia, Latvia, Lithuania, Poland, Romania, and Slovakia have been monitoring their countries’ progress towards implementing EU legislation, and specifically anti-corruption policy. In November 2002, the Open Society Institute, in partnership with TI, published ten country studies on the post-communist countries bidding to join the EU. The report highlighted that despite recent progress there are continuing weaknesses in public procurement and political corruption, and that the EU needs to consider urgently how to monitor anti-corruption policy both up to and after accession. In 2003, TI chapters once again provided expert opinion to the European Commission’s Enlargement Directorate for its annual progress reports on the accession countries.

Meanwhile, TI Brussels has been monitoring developments in the European Commission’s own anti-corruption policy and has provided substantial input. While most of the European and international legal framework is in place in the EU countries, to date no cases are known to have been brought before the courts under new legislation on cross-border corruption. However, as of 2003, the European Commission can debar individuals or companies who engage in corrupt practices, even if they have not been convicted under a final court verdict. This sanction excludes the parties from further contracts.
According to Christine Munalula, corruption is impossible to miss in Zambia. "You only have to walk in to any public institution to see it," she says. "It's systemic."

In her former job educating citizens in governance and human rights, Munalula came to realise that many of the problems they were dealing with could be traced back to corruption. "What is the point of civic education if the structures and institutions themselves are rotten?" she asks.

The 34-year-old Executive Director of TI Zambia has been involved with the TI national chapter since its inception. Munalula, a social worker by training, was assigned the job of co-ordinating a fledgling TI contact group, and went on to establish the chapter. Today, only two years on, TI Zambia is an independent NGO with a staff of six and a large network of volunteers.

Still, the challenges for the group are great. Munalula notes that during the 10-year rule of former president Frederick Chiluba there was a virtual "breakdown of the law". TI's recently published National Integrity System country study on Zambia found that "corruption has permeated government structures from the Presidency down to the lowest-ranking public service workers".

Munalula notes that the current government of President Levy Mwanawasa has so far made the fight against corruption a high priority. He has given the green light to investigations into alleged corruption during the Chiluba era and pressed for the former president's immunity to be lifted.

Asked about the most urgent reform for Zambia, Munalula says the constitution, which concentrates power in the hands of the president, needs amendment. "If you have a good president then all can be fine, but if you have a bad president you are really in trouble," she says. "We simply cannot depend on the good will of those in authority. We need institutions that are stronger than people."

TI Zambia works on making laws and institutions more effective in preventing corruption. The group's most recent study focuses on the utilisation and management of public funds.

"These days, when we raise an issue, we get a government response," Munalula says. When the chapter published their National Corruption Perception Index in 2002, ranking public views of government institutions, both the police, ranked as most corrupt, and the pensions authority, responded with image campaigns. This is promising, says Munalula. TI Zambia now has opportunities to engage directly with the government. The group also seeks to mobilise the public using leaflets, drama, and workshops at the community level.

But while the future looks bright, Munalula adamantly denies being optimistic and says she is taking advantage of what is going on now. There is a lot of political will to fight corruption in Zambia at the moment. She says: "We are using this as an opportunity to push for a lot of the reforms that we want – before they change their minds!"

Yuri Baturin is one of the privileged few to list among his professions lawyer, mathematician, political scientist, journalist, writer and professional cosmonaut. In the role of cosmonaut, Yuri Baturin's high-flying duties even included chaperoning Dennis Tito, the first space-tourist, to the International Space Station. However, Yuri Baturin's latest leap has been earth-bound, to Transparency International Russia, where he has been acting as chairman since 2000.

Yuri was born in 1949, has a wife and daughter, and has spent much of his terrestrial life in Moscow. He studied aerospace engineering, law and journalism as well as attending the Military Academy of General Staff. He served as a consultant to the Gorbachev Foundation in the early 1990s and has received numerous awards, including "Hero of the Russian Federation" (2001).

Asked about the many professions he has pursued, he says that "change is an integral part of life. If you use such changes well, you should feel no regret at a chapter's closing, but instead take on your new duties with enthusiasm and vigour." And what made him choose corruption fighter as his next profession? He admits...
Illegal logging is taking its toll on Indonesia’s environment, says Emmy Hafild. The 41-year-old Secretary-General of TI Indonesia paints a dark picture of Indonesia’s forest management. Most of Indonesia’s natural forests have disappeared, Hafild says, and few that remain in national parks are under threat. The main reason for Indonesia’s astronomical deforestation rate? Corruption.

The situation is only worsening, Hafild warns. In the past, the granting of timber-cutting licences, as well as the supervision of production and replanting schemes, lay with the Minister of Forestry. It was a closed process, with concessions going to cronies of former president Mohamed Suharto and military-owned companies. While in former times corruption was limited to a small circle of Suharto allies, it now reaches across all sectors, with even ordinary citizens coerced into involvement by the mafia.

After two decades of campaigning for conservation and the environment, Hafild says the transition to fighting corruption was natural, since corruption is at the heart of bad environmental policy. “The whole system is actually corrupt,” says Hafild. “Changing policy will have limited impact so long as corruption persists.”

But TI Indonesia, which Hafild co-founded in 2000, does not concentrate solely on environmental issues. Their main focus, she says, is to raise awareness among Indonesians about the importance of fighting corruption, bringing home the message that “corruption means stealing people’s money”. The national chapter monitors and lobbies for transparency and accountability in the management of public funds, including the land and building tax, the workers’ social-security fund and the state-managed Muslim pilgrimage fund. On these and other projects they work together with local governments. Recently three local districts agreed to take part in pilot projects that introduced a comprehensive approach to anti-corruption efforts through participatory budgeting.

When pressed, Hafild admits that she does take personal risks. Her telephone and mobile phone are bugged, she says. However, the fact that they do not conduct their own corruption investigations takes some of the heat off TI Indonesia. Their friends at Indonesia Corruption Watch and other local NGOs, meanwhile, face constant threats, including harassment by gangs of “thugs” hired by the political parties.

Hafild is cautiously optimistic about the future. She recalls the disappointments since 1998, when Indonesians were given high hopes for a quick transformation to clean and democratic rule. “Reducing corruption is a long march, not a sprint run,” says Hafild. While some progress has been made – for example, the long-awaited bill establishing an anti-corruption commission – political will is still lacking.

Looking ahead to next year’s presidential and general elections, TI Indonesia is campaigning hard for transparency and accountability in politics, and especially for clean presidential candidates. “Hopefully next year’s elections will be clean and our new leaders will be more accountable than the ones we have,” Hafild says.
"As TI enters its second decade, it faces a rapidly changing global landscape," says David Nussbaum, Managing Director of the TI Secretariat. To structure its development for the coming three to five years, TI has undertaken a process of strategic planning.

In 2003, Transparency International celebrated its tenth anniversary. TI has accomplished a great deal in the past decade and is today recognised as the leading international advocacy NGO engaged in the fight against corruption at both national and international levels. Despite the advances made, corruption remains a malevolent force, causing poverty and distorting political, economic and social life.

**A STRATEGIC FRAMEWORK**

The strategic planning process entailed extensive consultations within the movement and with external stakeholders. The plan has enabled us to define the vision and mission for TI, and to develop consensus on the focus and priorities of TI’s work.

Through this dialogue, TI has been able to articulate its vision as a world in which government, politics, business, civil society and the daily lives of people are free of corruption.

TI intends to develop increasingly focused expertise while fostering broadened participation and support, particularly through its National Chapters.

In order to realise this vision, TI defines its mission as working to create change towards a world free of corruption.

The planning process also involved reflecting on the organisation’s distinctive characteristics. TI will build on the following strengths in order to achieve its mission:

- Clear focus on corruption
- National and international expertise through its extensive network of National Chapters, International Secretariat, individual volunteers and expert advisers
- Developing tools and knowledge resources at a national and international level
- Focus on building coalitions.

The deliberations indicated specific areas for TI to focus on in the coming three to five years, namely programmes, finance & funding, and organisation.

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**Charting our future**

Transparency International Annual Report 2003
TI defines its mission as working to create change towards a world free of corruption.

PROGRAMMES
The strategic planning process provided an opportunity to prioritise programme areas in the fight against corruption. Four 'key global priorities' were identified:

- Reducing corruption in politics
- Curbing corruption in public contracting
- Enhancing private sector anti-corruption standards
- Advancing international conventions against corruption.

Moving forward, TI will continue to develop programmes at the international and national levels. The organisation will put greater emphasis on developing policies and initiatives based on robust research. TI will strengthen its voice by focusing more on defining, expressing and promoting its policies and perspectives.

FINANCE & FUNDING
Strategic guidelines also emerged in terms of TI’s finance and funding. To ensure a stable future for TI, a diversity of funding strategies will be developed to support its mission and programmatic work. The organisation will improve the clarity of its financial reporting and its internal processes.

ORGANISATION
As an organisation that primarily tackles questions of accountability and governance, it is vital that TI develops and enhances its own governance arrangements. TI will promote transparency in its board, governance and activities, and in the governance, structures and activities of national chapters. TI will also work effectively with volunteer external specialists and implement a new organisational structure for the secretariat.

THE ROAD AHEAD
As TI grows and matures, continuing its fight against corruption, it faces new challenges along with the old. The strategic framework, submitted for approval by the Board of Directors after extensive consultation within the TI movement, seeks to build on TI’s achievements and strengths. Its view remains fixed firmly on the road ahead, poised to respond to future challenges in the fight for a world free of corruption.

Fighting corruption:
- Navigates poverty and reduces social inequality
- Brings transparency to international trade and commerce
- Builds democracy and open government
- Strengthens global security
- Contributes to a clean environment and sustainable development
- Brings about a more equitable distribution of resources
The Corruption Perceptions Index 2003 highlights that nine out of ten developing countries urgently need practical support to fight corruption.

Transparency International’s Corruption Perceptions Index charts levels of corruption in the public sector and politics, as perceived by business people, academics and risk analysts. The 2003 index ranks a record 133 countries. Seven out of ten countries score less than 5 out of a clean score of 10 in the CPI 2003, while five out of ten developing countries score less than 3 out of 10. But it is not only poor countries where corruption thrives: levels of corruption are worryingly high in European countries such as Greece and Italy, and in oil-rich countries such as Nigeria, Angola, Azerbaijan, Kazakhstan, Libya, Venezuela and Iraq.

<table>
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<th>Country rank</th>
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“The fight against corruption appears as a long battle during which one must not lose heart [...] After all, no country gets 10 out of 10 in the Transparency charts.”

Cameroon Tribune, 8 October 2003
The BPI shows that the most flagrant corruption is seen in public works, construction and in the arms and defence sectors, which are plagued by endemic bribery by foreign firms.

Complementing the CPI is Transparency International’s Bribe Payers Index (BPI), which reflects the propensity of companies from the world’s top exporting companies to pay bribes in emerging markets. The BPI, a biennial survey, was last published in May 2002. More than 800 business experts in 15 leading emerging market countries were surveyed. The results showed that a number of the top bribe payers are signatories of the OECD Anti-Bribery Convention, which outlaws bribery of foreign public officials.

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<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Australia</td>
<td>8.5</td>
</tr>
<tr>
<td>2</td>
<td>Sweden</td>
<td>8.4</td>
</tr>
<tr>
<td>3</td>
<td>Switzerland</td>
<td>8.4</td>
</tr>
<tr>
<td>4</td>
<td>Austria</td>
<td>8.2</td>
</tr>
<tr>
<td>5</td>
<td>Canada</td>
<td>8.1</td>
</tr>
<tr>
<td>6</td>
<td>Netherlands</td>
<td>7.8</td>
</tr>
<tr>
<td>7</td>
<td>Belgium</td>
<td>7.8</td>
</tr>
<tr>
<td>8</td>
<td>United Kingdom</td>
<td>6.9</td>
</tr>
<tr>
<td>9</td>
<td>Singapore</td>
<td>6.3</td>
</tr>
<tr>
<td>10</td>
<td>Germany</td>
<td>6.3</td>
</tr>
<tr>
<td>11</td>
<td>Spain</td>
<td>5.8</td>
</tr>
<tr>
<td>12</td>
<td>France</td>
<td>5.5</td>
</tr>
<tr>
<td>13</td>
<td>USA</td>
<td>5.3</td>
</tr>
<tr>
<td>14</td>
<td>Japan</td>
<td>5.3</td>
</tr>
<tr>
<td>15</td>
<td>Malaysia</td>
<td>4.3</td>
</tr>
<tr>
<td>16</td>
<td>Hong Kong</td>
<td>4.3</td>
</tr>
<tr>
<td>17</td>
<td>Italy</td>
<td>4.1</td>
</tr>
<tr>
<td>18</td>
<td>South Korea</td>
<td>3.9</td>
</tr>
<tr>
<td>19</td>
<td>Taiwan</td>
<td>3.8</td>
</tr>
<tr>
<td>20</td>
<td>People’s Republic of China</td>
<td>3.5</td>
</tr>
<tr>
<td>21</td>
<td>Russia</td>
<td>3.2</td>
</tr>
<tr>
<td>22</td>
<td>Domestic companies</td>
<td>1.9</td>
</tr>
</tbody>
</table>

A perfect score, indicating zero perceived propensity to pay bribes, is 10.0, and thus the ranking starts with companies from countries that are seen to have a low propensity for foreign bribe paying.

In the business sectors with which you are most familiar, please indicate how likely companies from the following countries are to pay or offer bribes to win or retain business in this country?

<table>
<thead>
<tr>
<th>Business sector</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public works/construction</td>
<td>1.3</td>
</tr>
<tr>
<td>Arms and defence</td>
<td>1.9</td>
</tr>
<tr>
<td>Oil and gas</td>
<td>2.7</td>
</tr>
<tr>
<td>Real estate/property</td>
<td>3.6</td>
</tr>
<tr>
<td>Telecoms</td>
<td>3.7</td>
</tr>
<tr>
<td>Power generation/transmission</td>
<td>3.7</td>
</tr>
<tr>
<td>Mining</td>
<td>4.0</td>
</tr>
<tr>
<td>Transportation/storage</td>
<td>4.3</td>
</tr>
<tr>
<td>Pharmaceuticals/medical care</td>
<td>4.3</td>
</tr>
<tr>
<td>Heavy manufacturing</td>
<td>4.5</td>
</tr>
<tr>
<td>Banking and finance</td>
<td>4.7</td>
</tr>
<tr>
<td>Civilian aerospace</td>
<td>4.9</td>
</tr>
<tr>
<td>Forestry</td>
<td>5.1</td>
</tr>
<tr>
<td>IT</td>
<td>5.1</td>
</tr>
<tr>
<td>Fishing</td>
<td>5.9</td>
</tr>
<tr>
<td>Light manufacturing</td>
<td>5.9</td>
</tr>
<tr>
<td>Agriculture</td>
<td>5.9</td>
</tr>
</tbody>
</table>

How likely is it that senior public officials in this country [respondent’s country of residence] would demand or accept bribes, e.g. for public tenders, regulations, licensing in the following business sectors?

Full BPI and CPI results are available at www.transparency.org
### Transparency International's Global Corruption Barometer 2003

Transparency International’s Global Corruption Barometer is a new survey of the general public in 48 countries. The survey was commissioned by TI from Gallup International and measures attitudes towards corruption and expectations of future corruption levels. In three countries out of four, political parties are singled out as the institution from which citizens would most like to eliminate corruption, followed by the courts and police.

30,487 people were polled in 44 of the countries on the following question*. They were asked:

*If you had a magic wand and you could eliminate corruption from one of the following institutions, what would your first choice be?*

*Data was not available for this question for Pakistan, China and Brazil.*
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Income (Thousands Euro)

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governmental Institutions</td>
<td>4,482</td>
<td>2,652</td>
</tr>
<tr>
<td>of which Project Funding</td>
<td>3,336</td>
<td>1,797</td>
</tr>
<tr>
<td>Foundations</td>
<td>936</td>
<td>1,693</td>
</tr>
<tr>
<td>of which Project Funding</td>
<td>825</td>
<td>1,283</td>
</tr>
<tr>
<td>Private Sector</td>
<td>126</td>
<td>139</td>
</tr>
<tr>
<td>Special Projects and other</td>
<td>340</td>
<td>627</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>5,884</td>
<td>5,111</td>
</tr>
</tbody>
</table>

Expenditure (Thousands Euro)

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2001</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Latin America &amp; Caribbean (LAC)</td>
<td>654</td>
<td>665</td>
</tr>
<tr>
<td>Africa &amp; Middle East</td>
<td>862</td>
<td>695</td>
</tr>
<tr>
<td>Asia / Pacific</td>
<td>442</td>
<td>389</td>
</tr>
<tr>
<td>Central &amp; Eastern Europe/FSU</td>
<td>508</td>
<td>378</td>
</tr>
<tr>
<td>Western Europe / North America</td>
<td>98</td>
<td>2,564</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>5,901</td>
<td>5,221</td>
</tr>
</tbody>
</table>

Special Projects includes TI’s involvement in the biennial International Anti-Corruption Conference (IACC), the income and expenditure for which varies considerably from year to year.

Transparency International e.V. (TI) is a not-for-profit association registered in Berlin, Germany. In compliance with its charter, TI serves solely charitable purposes and is tax exempt. TI’s audited accounts are available on the TI web site, www.transparency.org.
NATIONAL CHAPTERS

Madagascar
Transparency International – Initiative Madagascar
Yveline Rakotondramboa, President
Anickn Rakamahantamina, Executive Secretary
Lot II M 8 B (2e étage) – Antsakaviro
101 Antananarivo
Tel +261-22-206 5357
Fax +261-22-202 5485
transparencymg@dsi.mg

Malawi
Contact information through the Transparency International Secretariat

Malaysia
The Kuala Lumpur Society for Transparency and Integrity (TI Malaysia)
Tunku Abdul Aziz, Chairman
3-2-49 Wora Rampia, Jalan 34/26
Taman Sri Rampia, Setapak
53300 Kuala Lumpur
Tel +603-4149 5576
Fax +603-4143 5968
admin@transparency.org.my

Maldives
Contact information through the Transparency International Secretariat

Mauritania
Contact information through the Transparency International Secretariat

Mauritius
Transparency Mauritius
Josie Lapière, Secretary-General
Consultant to Group Chief Executive
The Anglo-Mauritius Assurance Society
Swan Group Centre
10 Intendance Street
Port Louis
Tel +230-202 8653
Fax +230-208 8956
josie.lapiere@anglo.intnet.mu
transparency@intnet.mu
http://transparencymauritius.intnet.mu

Mexico
Transparencía Mexicana
Federico Reyes Heroles, President
Eduardo A. Bohórquez, Executive Secretary
Dolce Olivia 73
Colonia Villa Coyoaacán
Mexico, DF, 04000
Tel +52-55-5659 9996
Fax +52-55-5659 9891
smexican@data.net.mx
www.transparenciamexicana.org.mx

Moldova
Transparency International Moldova
Mihail Buriucană, Chairman
Lilia Carasuscu, Executive Director
98, 31-August Str., office 204
MD-2004, Chișinău
Tel +373-2-210 595
Fax +373-2-210 595
office@transparency.md
www.transparency.md

Mongolia
Transparency International Mongolia
Tumur-Ochir Erdenebileg
Chairman
2-2-49 Wora Rampia, Jalan 34/26
Taman Sri Rampia, Setapak
53300 Kuala Lumpur
Tel +603-4149 5576
Fax +603-4143 5968
admin@transparency.org.my
www.transparency.org.my

Namibia
Contact information through the Transparency International Secretariat

Nepal
Transparency International Nepal
Kul Shekhar Sharma, President
P.O. Box 11486
New Plaza Putalisdak
Kathmandu
Tel +977-1-436 462
Fax +977-1-420 412
trans@tinepal.org
www.tinepal.org

New Zealand
Transparency International
Fred H. Horbeek, Chairperson
P.O. Box 17100, 3500HG, Utrecht
Tel +31-30-216 2105
Fax +31-30-216 1393
trans@tinepal.org

Newfoundland and Labrador
Transparency International
Alicy Winter
Contact information through the Transparency International Secretariat

Niger
Aissata Bayyan Fall, President
Association Niégrienne de lutte contre la Corruption
ANLC, BP 10423
Niamey
Tel +227-733 181
Fax +227-740 461
aissata_fall@caramail.com

Nigeria
Transparency in Nigeria
2nd Floor, 302 Iju Water Works Road
Iju-Ishaga, Agege
Lagos
Tel +234-1-471 3697
Fax +234-1-803-321 3342
tim@alpha.linkserve.com

Norway
Jan Borgen, Secretary General
P.O Box 1385
Villa 0114 Oslo
Tel +47-2201 2369
Fax +47-2201 2202
mobile +47-90-505 089
jaborgen@online.no

Pakistan
Transparency International Pakistan
Sahib Ahmad, President
2nd Floor, 302 Iju Water Works Road
Iju-Ishaga, Agege
Lagos
Tel +234-1-471 3697
Fax +234-1-803-321 3342
tim@alpha.linkserve.com

Panama
Fundación para el Desarrollo de las Liderzas Guadalupe
Fernando Berguido, President
Angelica Maytín, Executive Director
Apartado 810-266, Zona 10
Tel +507-239-4207
Fax +507-239-4213
panama@crabecondo.net
www.saga.com.pl/alibertad/transparenciap.org

Philippines
Transparency International Philippines
Conselho Nacional para la Etica Pública
Laura Pertas, Executive Director
Defensa Nacional 849 c/ Padre Cardozo
1er. Piso, Ofic. 1, Asuncion
Tel +595-212 194
Fax +595-212 194
info@transparency.org.py

Poland
Transparency International Poland
Julia Flitera, Chairperson
ul. Grzybowa 9, lok. 33
00-364 Warsaw
Tel +48-22-828 9244
Fax +48-22-828 9243
transparency.pl
www.transparency.org.pl

Portugal
Transparency International Portugal
Gonçalo Gomes, President
Contact information through the Transparency International Secretariat

Romania
Romanian Association for Transparency – ART
Manol Popa, Chairperson
Oana Zabava, Executive Director
15 Eno Sanitarie Boulevard, apt. 2
Sector 4, Bucharest , 762411
Tel/Fax +40-21-411 5500
office@transparency.org.ro
www.transparency.org.ro

Russia
Elena Panfilova, Director
1, Nikoloyamskaya st.
101899 Moscow
Tel/Fax +7-095- 915 0019
info@transparency.org.ru
www.transparency.org.ru

Samoa
Epa Tuiti
R. Vaai House,
Taufusi Street
PO Box 1882, Apia
Tel +685-253 45
Fax +685-2163 087
etutiu@kavconsult.com

Senegal
Forum Civil
Immeuble MKR
Corniche Ouest x Rue 9, Médina
BP 28554, Dakar
Tel +221-842 40 44/ 45
Fax +221-842 40 46
forumciv@sentoo.sn
www.forumcivil.sn

Transparency International Annual Report 2003
28
Peter Eigen is a lawyer by training. He has worked in economic development for 25 years, mainly as a World Bank manager of programmes in Africa and Latin America. From 1988 to 1991 he was the World Bank’s Director of the Regional Mission for Eastern Africa. In 1991, he founded Transparency Interna- tional. He has taught at the universities of Frankfurt, Georgetown, Johns Hopkins University/SAIS, the John F. Kennedy School of Government at Harvard University and the Freie University of Berlin. Eigen is a Trustee of Crown Agents Foundation as well as a member of the Commission on Globalisation and the Advisory Commission on the UN Global Compact.

Rosa Inés Ospina Robledo is a co-consultant to several national and inter- national organisations. She has supported institutions on issues such as rural and social development. She has worked as a consultant to several national and inter- national organisations. She is a co-founder of Transparencia Colombia, the TI national chapter in her country, where she holds the position of Executive Director.

Cláudio Weber Abramo holds a degree in Applied Social Work from the Univer- sidad Externado de Colombia and has worked as a university professor. She has been an adviser to a number of public institutions on issues such as rural and social development, and gender and social development. She has supported the development of a number of NGOs active in these areas and has worked as a consultant to several national and inter- national organisations. She is a co-founder of Transparencia Colombia, the TI national chapter in her country, where she holds the position of Executive Director.

Laurence Cockcroft is a development economist. He has worked for the Gov- ernments of Zambia and Tanzania, as a consultant to various international organisations (UN, FAO, World Bank, etc.), for a large private UK-based agri- business company (Booker) and for the Gatsby Charitable Foundation. He was a founding member of the boards of TI and TI-UK, serving two terms on the for- mer. In 2000-2002 he chaired the inter- national group that developed the Busi- ness Principles for Countering Bribery. He became Chairman of TI-UK in 2000 and has pioneered the work of TI-UK on Corruption in the Official Arms Trade.

Mame Adama Gueye is a Managing Partner at one of Senegal’s top busi- ness law practices. He is also a consul- tant and registered arbitrator at the Centre for Mediation, Conciliation and Arbitration of Dakar’s Chamber of Com- merce, Industry and Agriculture. Follow- ing postgraduate studies in law, he went on to serve three consecutive terms as a member of the Bar Council of Senegal. Gueye is Vice-President of the commis- sion “la Société face à l’Administration_publique”, a national governance initia- tive. He is the author of several reports on governance in Senegal, published by UNDP and TI. Gueye is chairman of Forum Civil, TI’s chapter in Senegal.

Huguette Labelle holds a PhD in Educa- tion. She is the former President of the Canadian International Development Agency and a Companion of the Order of Canada. Labelle has been awarded hon- orary degrees from ten Canadian univer- sities and has received the Vanier Medal of the Institute of Public Administrators of Canada amongst other awards. She has served as Deputy Head of various Canadian government departments including Transport Canada. She is cur- rently Chancellor of the University of Ottawa and is serving on the board of a number of organisations including the International Institute for Sustainable Development and is a member of the Commission on Globalisation.

Inese Voika is a graduate of the Faculty of Commerce of the Univer- sity of Latvia and is currently completing a PhD degree. From January 1997 to October 1998, she worked at Slovakia’s Center for Econom- ic Development as a researcher. Her research projects focused on trans- parency, corruption and governance. She has been the President of Transparency International Slovakia since 1998. Other professional activities include part-time lecturing on economic and social reforms and transparency at the Faculty of Political Sciences of the Comenius University in Bratislava.

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Global Corruption Report 2004


The Global Corruption Report is Transparency International’s annual, systematic analysis of corruption across the world. The GCR 2004 (due March 2004) features a special section on political corruption, with expert reports on political finance, the repatriation of looted assets, the abuse of immunity and corruption in the oil and arms sectors. This edition also presents global and regional reports, 34 country reports and the latest corruption research.

Global Corruption Report 2003

Ed. Robin Hodess, introduction by Peter Eigen, Profile Books, 326 pp., ISBN 1-86197-476-0. GB £15.00

The 2003 edition of the Global Corruption Report focuses on access to information in the struggle against corruption, and presents a special assessment of the Enron scandal. It explores how civil society, the public and private sectors and the media use and control information to combat – or conceal – corruption. The GCR 2002 includes a data and research section and 16 regional reports on the state of corruption and anti-corruption measures around the world.


Global Corruption Report 2001


The first in the series, the Global Corruption Report 2001 includes 12 regional reports and thematic sections on political party financing, money laundering, the diamond trade and implementation of the OECD Anti-Bribery Convention.

To download all editions of the Global Corruption Report free of charge, visit www.globalcorruptionreport.org.

Corruption Fighters’ Tool Kit 2003

Civil society experiences and emerging strategies


The TI Corruption Fighters’ Tool Kit 2003 (a compilation of tools from 2001 to 2003) documents more than 60 concrete civil society experiences collected by Transparency International. The Tool Kit – available in print and CD-ROM – presents a diverse range of anti-corruption initiatives by TI national chapters and other civil society organisations in an accessible format. The cases can be replicated or adapted in other countries in areas ranging from reform of the judiciary to corruption control in public procurement. Also available in Spanish.

TI Source Book 2000

Confronting Corruption: The Elements of a National Integrity System


The TI Source Book is an indispensable guide to corruption and efforts to combat it. It has become a manual for anti-corruption practitioners and guardians of good practice in government and, increasingly, in the private sector. The first edition has been translated into more than 20 languages.

Combattre la corruption – enjeux et perspectives


The first guide to confronting corruption adapted to the context of Francophone Africa. The book is an adaptation by TI’s national chapters of the leading anti-corruption reference work, the TI Source Book, to the socio-political and legislative environment of Francophone Africa.

TIQ, TI’s Quarterly Newsletter

available in English and French, highlights recent corruption scandals as well as reforms and initiatives worldwide to increase transparency and accountability. TIQ also reports on the work of TI national chapters around the globe.

TI National Integrity System Country Studies

TI has published National Integrity System Country Studies on the following countries: in 2003, Papua New Guinea, New Zealand and Zambia; and in 2001, Argentina, Botswana, Brazil, Bulgaria, Canada, Colombia, Fiji, Ghana, Jordan, Kazakhstan, Republic of Korea, Lithuania, Mexico, Mongolia, Nepal, Netherlands, Senegal, Trinidad & Tobago.
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