Global Reporting Initiative™

GRI Level C reporting template for NGOs

TRANSPARENCY INTERNATIONAL
the global coalition against corruption

Reporting Period: 1 January to 31 December 2012

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Information on numbering: All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org

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1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization. [**GRI NGOSS**: p. 25]

In 2012, National Integrity Surveys from Transparency International (TI) chapters across 25 European countries demonstrated that the close relationship between business and government had enabled corruption and undermined economic stability in Europe. This broad joint effort coordinated by our International Secretariat reminded all how global the pervasive corruption phenomenon is. At a time of economic crisis, a wake-up call for many citizens on the old continent who thought bribery only thrived in far-away, warmer countries.

Among the large and small victories that we and our chapters have achieved in 2012[1], this constituted a distinct illustration of the unfolding of our 2015 Strategy, and particularly of our resolve to mobilise ordinary people against corruption.
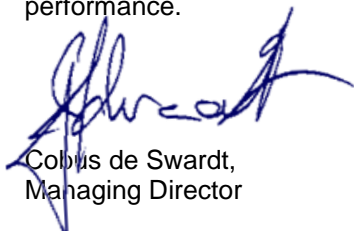
With chapters in over 100 countries on all continents, TI has committed itself to fighting corruption and to promoting transparency, accountability and integrity around the globe at all levels and across all sectors of society. To end impunity and stop the devastating impact of corruption.

As our cause draws greater interest from the public, our fundamental institutional commitment to accountability takes a new dimension. Not only our cause and what we do, but also *who we are* must be compelling to the broader public. We draw our legitimacy not only from the relevance and pertinence of our work but also from the depth of our accountability. A transformation of our website in 2012 in particular has been a step in translating the wealth of information that we have been offering about our work and ourselves into more appealing language.

This document is the third report that Transparency International Secretariat (TI-S) presents in keeping with Global Reporting Initiative NGO Sector Supplement level C.

The framework of this report entices us to address matters that have not necessarily been in our focus. Most particularly, while our environmental impact has somewhat marginally decreased in proportion to our own development, it has grown in real terms, reminding us to take more institutional measures. We are pleased to note that we were able to further improve our staff diversity, supported with the development of relevant policies and processes and indeed that the mainstreaming of an internal Monitoring, Evaluation and Learning System has been duly progressing since undertaken.

We are looking forward to continuing learning from best practice set by our peers in the context of this exercise and to the appraisal of the Review Panel in our quest to improved performance.

Cobus de Swardt,
Managing Director

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[1] A digest of our main *operational* achievements in 2012 can be found in the Executive Summary (pp 8 to 11) of our 2012 Implementation Report:
http://www.transparency.org/files/content/ourorganisation/2012_TI-S_ImplementationReport_EN.pdf

2. Organizational Profile

2.1 Name of the organization. [**GRI NGOSS**: p. 26]

Transparency International e.V.

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [**GRI NGOSS**: p. 26]

TI's mission is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society. TI-S' prime activities revolve around:

- **Supporting TI National Chapters** around the globe in executing targeted programmes in a variety of areas, including corruption monitoring, diagnostics and analysis, engagement of private sector, public sector reform, support to victims and witnesses of corruption, transparency in forestry and natural resources, promotion of conventions and transparency in basic services. The capacity development of our National Chapters continues to receive focussed support from the dedicated the Institutional Network Strengthening Programme, as initiated by our 2015 Implementation Plan.

- **Research and Knowledge Sharing:** Measuring, analysing and developing solutions to corruption risk in the public and private sectors in countries across the globe.

- **International Advocacy and Campaigning:** as the leading voice fighting for a world free from corruption internationally, TI-S seeks to highlight the corrosive effects of corruption in all spheres of public life and the private sector, as well as promote efforts for change

- **Governance:** Maintenance and service of the governance and architecture of the global movement of National Chapters; including support to the International Board of Directors and organising the Annual Members Meeting, bringing together representatives out of our global network of chapters.

The strategic dimension of the above-outlined work is described in the TI-S Implementation Plan 2015
(http://www.transparency.org/whoweare/organisation/implementation_plan_for_strategy_2015/0/) which outlines our 6 Key Programmes and 5 Key Support Services. It was developed on the basis of the TI Strategy 2015 as approved by the TI Annual Membership Meeting in November 2010 and which identifies 6 Strategic Priorities, to which the above outlined work contribute:

- People standing up to corruption (SP1)
- Institutions: Institutions becoming responsible, accountable and transparent (SP2)
- Laws: More effective enforcement of comprehensive, effective and fair legal frameworks- *no impunity for corruption (SP3)*
- Values: Integrity, transparency and accountability are practised with solidarity and courage in all aspects of public and business life (SP4)
- Network: Strengthened ability to work together (SP5)
- Impact: Enhanced responsiveness, presence, performance and impact at all levels (SP6)
The full TI 2015 Strategy can be downloaded at:
http://www.transparency.org/whoweare/organisation/strategy_2015/0/

2.3 Operational structure of the organisation, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [**GRI NGOSS**: p. 26]

Transparency International e.V. is **the International Secretariat** (TI-S) of Transparency International (TI). (www.transparency.org)

It operates on behalf of and reports to the **international Board of Directors** of TI which is composed of 12 individuals elected for three-year terms by the TI Annual Membership Meeting.(http://www.transparency.org/whoweare/organisation/board_of_directors/1/)
The Annual Membership Meeting is the ultimate decision-taking body in TI and consists of representatives from accredited National Chapters and of Individual Members.
TI National Chapters (NCs) are the highly independent and locally-based and -governed NGOs that decide upon their own priorities. Our Chapters are accredited according to a set of objective standards in three stages: from National Contact to National Chapter in formation and finally to fully accredited National Chapter Status. They are the local experts and the prime interlocutors of TI-Secretariat in their respective countries.
TI's **Individual Members** (IMs) are anti-corruption advocates of international standing who contribute their international perspective and expertise to the strategic and policy decision of the Annual Membership Meeting, of the Board, and to the work of TI-S and of Chapters. TI also benefits from the contribution of a network of volunteer senior advisers.
(Find our NC Accreditation and IM Appointment Policy at:
http://www.transparency.org/whoweare/accountability/national_chapter_accreditation_and_individual_member_appointment_policy/0/)
TI-S has also established in Brussels a **Liaison Office to the European Union** which is locally registered but reports to the International Secretariat in its operational capacity.
http://www.transparencyinternational.eu/)

2.4 Location of organization's headquarters. [**GRI NGOSS**: p. 26]

Alt-Moabit 96, 10559 Berlin, Germany

2.5 Number of countries where the organization operates. [**GRI NGOSS**: p. 26]

As stated in 2.3 above, our involvement at national level takes place through our local independent affiliates around the world, which were 112 as of 31 December 2012. For details of our list of Chapters as of then, please see p.67 of the 2012 TI Annual Report, as downloadable at http://www.transparency.org/whatwedo/publications/doc/ar/

2.6 Nature of ownership and legal form. [**GRI NGOSS**: p. 26]

The legal form of TI-S is that of a 'registered society' with the Charter Court Berlin, Charlottenburg, Germany (*eingetragener Verein or e.V., registration number: VR 13598 B*). As such it has no owner but Members and is represented in judicial and extra-judicial matters by our Chair or our Vice-Chair (forming the Executive). They appoint a Managing Director to represent them in all usual matters up to a value of EUR 250,000.
As per German law, TI-S is recognised as a not-for-profit entity, subject to a review by the tax authorities on a triennial basis.

2.7 Target audience and affected stakeholders. [**GRI NGOSS**: p. 26]

The work of Transparency International ultimately aims to induce systemic change to combat the pernicious effects of corruption on the lives men, women and children in nations across the globe.

For the purpose of this report, TI-Secretariat's primary stakeholders are our local affiliates in 112 countries (in the form of our National Chapters and National Contacts) as well as Intergovernmental organisations, businesses operating internationally, our donors, and peer international Civil Society organisations.

2.8 Scale of the reporting organization. [**GRI NGOSS**: p. 26]

Direct beneficiaries: Network of National Chapters and local affiliates in 112 countries on all continents.
Employees: 170
Volunteers: 13 Senior Advisors
                         32 Individual Members
Total income: EUR 22,769,737
Total Assets: EUR 23,170,117
As per pp 7-8 of TI-S audited Financial Statements (following the International Financial Reporting Standards- IFRS) can be found at
http://www.transparency.org/whoweare/accountability/audited_financial_reports_with_independent_auditors_report/1/
Detailed information about the scope and scale of our activities can be found in this report under Indicator 7.

2.9 Significant changes during the reporting period regarding size, structure, or ownership. [**GRI NGOSS**: p. 26]

In 2012, the TI-Secretariat budget increased by some 10% (from EUR 20million in 2011 to EUR 22 million in 2012).

2.10 Awards received in the reporting period. [**GRI NGOSS**: p. 26]

Awards received in 2012:
- Creativity International Awards, Gold Award (Annual Report 2011)
  http://www.creativityawards.com/
- Spark Communications Awards, Silver Award (Annual Report 2011)
  http://www.sparkawards.com/
- Creativity International Awards, Platinum Award (Corruption Perceptions Index animation)
  http://www.creativityawards.com/
- Digital Communications Awards, Winner (Space for Transparency blog)
  http://www.digital-awards.eu/faq/

3. Report Parameters

Report Profile

3.1 Reporting period (e.g., fiscal/calendar year) for information provided. [**GRI NGOSS**: p. 26]

Information provided in this report refers the calendar 2012 which is also our financial year.

3.2 Date of most recent previous report (if any). [**GRI NGOSS**: p. 26]

20 September 2012 (GRI Report for 2011)

3.3 Reporting cycle (annual, biennial, etc.). [**GRI NGOSS**: p. 26]

Annual

3.4 Contact point for questions regarding the report or its contents. [**GRI NGOSS**: p. 26]

Stan Cutzach,
Governance Manager,
scutzach@transparency.org, Tel: +49-30 34 38 20 652

Report Scope and Boundary

3.5 Process for defining report content. [**GRI NGOSS**: p. 26]

The scope of the Report was determined to be consistent with that of our IFRS Audited financial statement (http://www.transparency.org/whoweare/accountability/audited_financial_reports_with_independent_auditors_report/1/), as well as other internal and external accountability instruments.

It was prepared to provide relevant and comparable information over time and with peer NGOs, so as to help assess and guide our work.

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [**GRI NGOSS**: p. 26]

The Report focuses on the structure, governance, finances, and activities of the international secretariat of TI (TI-S).

3.7 State any specific limitations on the scope or boundary of the report. [**GRI NGOSS**: p. 26]

The Report does not include the work and capacities of TI National Chapters around the globe, nor those of the Transparency International Liaison Office to the European Union.

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. [**GRI NGOSS**: p. 27]

No joint ventures, subsidiaries or outsourced operations are reported upon in this document.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [**GRI NGOSS**: p. 27]

In the context of our greenhouse gas emission accounting (Indicator 10), this report is now making a distinction between direct emissions arising from staff and Board travel on the one side, and direct emissions arising from any travel we have financed. The distinction is tracked

in this report also for 2009, 2010. This will help us better understand patterns and target mitigation measures.
Also, indirect emissions resulting from office heating for 2011 were not available to us at the time of submission of our last report. These have now been integrated.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [**GRI NGOSS**: p. 27]

None

GRI Content Index

3.12 Table identifying the location of the Standard Disclosures in the report. [**GRI NGOSS**: p. 27]

N/A: This report follows the GRI Level C Reporting Template

4. Governance, Commitments, and Engagement Governance

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [**GRI NGOSS**: p. 27]

The governance structures at Transparency International aim to reflect the spirit of our mission and the ownership by our Members operating on the front lines of the fight against corruption and to embody our commitment to transparency, accountability and integrity.
We will continue to evaluate and assess our governance procedures and to pursue best practice in this arena.

The pillars of our governance principles are deeply rooted into our Charter
http://www.transparency.org/whoweare/accountability/our_charter/0/ which is itself approved by our Annual Membership Meeting. It is underpinned by the TI Statement of Mission, Values and Guiding Principles:
http://www.transparency.org/whoweare/accountability/a_statement_of_vision_values_and_guiding_principles_for_ti/2/

The Annual Membership Meeting is the highest decision-taking body. Main policies and the financial statements are subject to its approval, it elects the Board of Directors from among the Chapter Representatives and the Individual Members.

The TI Board of Directors reports to the Membership Meeting, is in charge of supervising the organisation through the year, appoints the TI-S Managing Director, approves the budget, and is, by virtue of our Charter, in charge of Strategy. However, while it watched over the development process of our current strategy (2015 Strategy), it submitted the approval of the final draft to the critical feedback and final approval of the Annual Membership Meeting.
In order to provide greater depth to its supervision, the Board of Directors counts eight
Committees which focus on key areas of our work (Membership Accreditation Committee,
Ethics Committee, Communications Committee, Integrity Awards Committee, Audit
Committee, Finance Committee, Safeguarding Anti-Corruption Advocates (SAFE),
Governance Committee). The Terms of Reference for each committee, along with the
committees compositions and details of a contact person for each of those committees are all

available at:
http://www.transparency.org/whoweare/organisation/board_committees_and_task_forces/1

The functioning and governance of TI-S can be illustrated as follows:
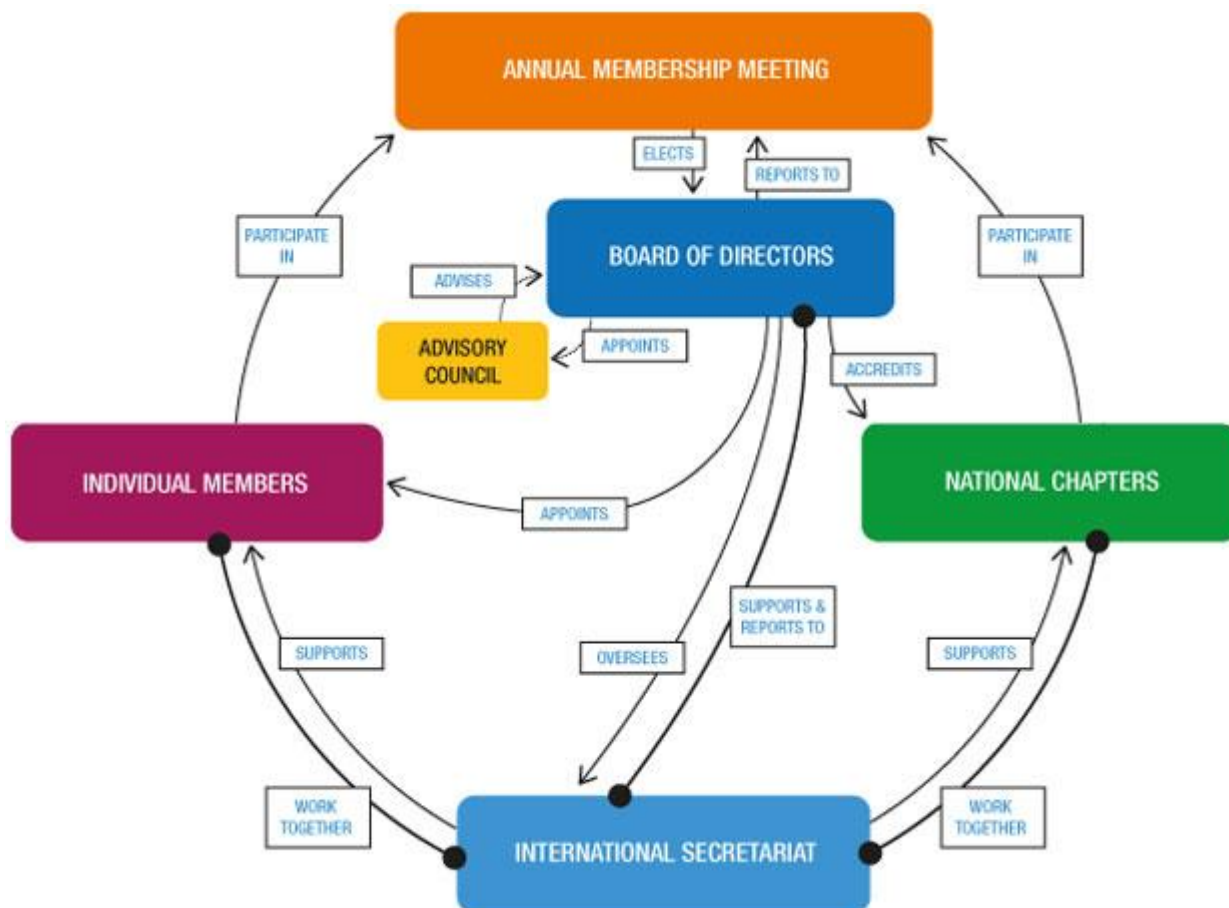
The highest governance body in TI is the Annual Membership Meeting. As per the Charter, its duties are to
a) consider the Annual Report and financial statements of the Society presented by the Board of Directors and give formal approval to the actions of the Executive and the Board of Directors;
b) determine the fees if any to be paid by Members;
c) elect and remove the Chairperson, the Vice Chairperson and members of the Board of Directors;
d) decide and revising a policy for the accreditation of National and Regional Chapters and for the appointment of Individual Members.
e) approve amendments to the Charter of the Society, or its dissolution.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives. [**GRI NGOSS**: p. 27]

The Membership Meeting delegates to the international Board of Directors the duty to implement its decisions.

The Board of Directors
1.   approves the annual budget;
2.   refers to the Membership Meeting any matters to be decided upon by that meeting;
3.   implements decisions of the Membership Meeting;
4.   proposes the Annual Report and financial statements of the Society for the last fiscal year for approval by the Membership Meeting;
5.   approves any expenditure of EUR 250,000 (two-hundred and fifty thousand Euros) or more which has not gained prior approval as part of the annual budget;
6.   accredits, suspends and dis-accredits National Chapters;
7.   appoints, suspends, removes and expels Individual Members;
8.   appoints, suspends and removes Supporters and Honorary Members;
9.   approves the appointment of the Managing Director(s);
10.   makes decisions on any other matters of particular importance not reserved to the Membership Meeting;
11.   determines from time to time the size of the Board of Directors, within the parameters set by Article 13.1;
12.   approves the minutes and disseminates to the membership decisions taken at Board Meetings; and
13.   appoints and removes members of the Advisory Council and its Chairperson.

The Chair of the Board of Directors also chairs the Annual Membership Meeting and does <u>not</u> exercise any executive functions in TI-S.

By contrast to the strategic and oversight role of the Board of Directors, the Managing Director is appointed to represents TI-S in all usual matters of up to a value of Euro 250,000 (two-hundred and fifty thousand Euros) and thereby ensuring operational leadership. He can enter into, terminate, and nullify contracts of employment.

4.3 For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members. [**GRI NGOSS**: p. 27]

The TI Board of Directors counts 12 members, all of which are independent of TI-Secretariat and do not perform any executive functions at TI-S.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [**GRI NGOSS**: p. 27]

With TI being a membership-based organisation, the most critical stakeholder to the highest governance body is the Membership itself.

As per §16.2 of our Charter, *Members may for consideration by the Executive submit matters for inclusion on the agenda* [of the **Membership Meeting**] *by sending notice in writing to the Chairperson at least two weeks before the date of the Membership Meeting. The person chairing the Membership Meeting shall announce these additional matters at the start of the*

Meeting. The Membership Meeting itself shall decide whether to accept such additional matters for inclusion on the agenda.

As such the Agenda of the 2012 Annual Membership Meeting in Brazil was normally building up on request from the Membership beside items required by our governance documents. As in illustration, in follow-up to requests from the Movement, the Membership Meeting dedicated much of its time to discuss and adopt resolutions on *Shrinking of Civil Society Space around the world, the Millennium Development goals post-2015 framework*, *Transparency and Accountability and the Natural Resources Industries, Establishing a Working Group on Individual Membership, Integrity of the Financial Sector,* and *on Afghanistan*

Members are invited to provide feedback to the draft minutes of Membership Meeting over e-mail and approve the final minutes at the following Membership Meeting.

Also Members are informed of the dates of **Board Directors meeting** meetings at the beginning of the year and receive the agenda of such meetings ahead of time. They also receive Board meeting minutes and are informed by way of posting on our intranet of any decisions taken by the Board of Directors in-between meetings, i.e. over e-mail.

The Managing Director conducts, in preparation of each Board of Directors meeting, a comprehensive exercise of gathering input for accountability and recommendation purposes to the Board where all TI-S Departments are involved.

Since July 2010, TI-S staff members have represented by a Works Council. The general duties of Works Councils are set out in Article 80 of the Works Constitution Act. Relevant duties include

1- to ensure implementation of the laws, regulations, safety regulations, collective bargaining agreements and works agreements concluded for the benefits of the employees;
2- to request that the employer implement measures that serve the interest of the establishment and the staff;
   a. to promote the genuine equality of women and men, especially with respect to hiring, employment, training, continuing and further education and promotion;
   b. to promote the compatibility of family with employment.

4- to promote the integration of the severely disabled and other persons requiring special protection;
7- to promote the integration of foreign employees in the establishment...[ ]…as well as to petition measures to combat racism and xenophobia in the establishment;
8- to promote and secure employment in the establishment;
9- to promote industrial safety and operational environmental measures

(2) The employer shall promptly and completely inform the Works Council so that it may execute its duties pursuant to this act…[]…upon request the works council shall have necessary documents made available to it so it may execute its duties…[].
(3) The works council may call for experts to assist it in its execution of its duties, with an additional agreement from the employer, to the extent this is necessary for the orderly execution of its duties.

Through weekly Works Council Meetings of 1-2 hours, monthly plus ad hoc meetings with the Secretariat higher Management and HR, examples of topics where the Works Council was involved in 2012 include
- Systematic review of time limits on employment contracts
- Job grading exercise
- Budgetary oversight, with focus on staff development and training, office space.
- Refining of annual planning processes
- Input into HR policies: Grievance policy, Absences and Leave policy, Learning and Development Policy, Recruitment policy and procedures, Relocation Policy

- Oversight of office space issues and concerns of (and on behalf of) staff
- Comments on Implementation Plan TI2015 (HR focus)
- Performance review and objectives setting processes
- Health and Saftey
- Hire hearings
- Individual staff issues

4.14 List of stakeholder groups engaged by the organization. [**GRI NGOSS**: p. 29]

TI takes a holistic approach to the fight against corruption and seeks to involve all stakeholders from **business, civil society and governments** in a coalition against corruption. This is most clearly expressed by our first Guiding Principle:

> *As coalition-builders, we will work cooperatively with all individuals and groups, with for-profit and not-for-profit corporations and organisations, and with governments and international bodies committed to the fight against corruption, subject only to the policies and priorities set by our governing bodies.*

In view of this coalition-building approach, engagement with stakeholders is at the very root of our work and structures, first and foremost so in our National Chapters.

As stated earlier, for the purpose of this report, TI-Secretariat engages primarily with our local affiliates in 112 countries (in the form of our National Chapters and National Contacts) as well as Intergovernmental organisations, businesses operating internationally, our donors, and peer international Civil Society organisations. A sense of the more formal side of our institutional relationships with other civil society organisations, intergovernmental organisations or private sector actors can be found at http://www.transparency.org/whoweare/accountability/governance/0 and http://www.transparency.org/whatwedo/tools/business_principles_steering_committee

4.15 Basis for identification and selection of stakeholders with whom to engage. [**GRI NGOSS**: p. 29]

As described in our National Chapter Accreditation Policy (http://www.transparency.org/whoweare/accountability/national_chapter_accreditation_and_individual_member_appointment_policy/0/), our local counter-parts (i.e. our National Chapters) are identified through a three-step accreditation process going over some six years, where we test their integrity, commitment, ability to set up and maintain a structure and to have an impact at local level. Once accredited National Chapters are subject to a triennial accreditation review, but may also be the object of a special review if the safety or reputation of TI is at stake. Fundamental features required include:
- anti-corruption and good governance focus
- a coalition-building approach
- Non political-partisanship

Beyond these essential prerequisites, the review evaluates the Chapter's performance around five criteria namely (i) Public Accountability, (ii) Integrity and Good Governance, (iii) Independence, (iv) Relevance, (v) Organisational Capacity and (vi) Compliance with internal narrative and financial reporting requirements. It is worth to note that such demand on our National Chapters is significant and comes on top of other multiple donor requirements It is tailored to the specificities of our activities and while following the exact blue print of the INGO Accountability Charter, much of it echoes the spirit of the INGO Accountability Charter with regard to accountability and transparency. In this process, the Membership Accreditation Committee, consisting of two Board members and three members elected by the Annual Membership Meeting, formulates recommendations on accreditation to the Board of Directors for its decision.

Besides our local affiliates, the criteria for identifying stakeholders to engage with is based on:
1- Urgency or **strategic interest** in seeking change in a particular sector.
2- **relevance** of the given stakeholder to induce that change

3- **political will** of the given stakeholder to eradicate corruption

Other sources of information informing our engagement include:
- our own research (e.g. Global Corruption Barometer: http://gcb.transparency.org/gcb201011/,
- our Global Corruption Report: http://www.transparency.org/research/gcr) or
- our news monitoring through our Daily Corruption News (http://www.transparency.org/news/dcn)

Data on Performance

Indicator 1: *NGO1 - Processes for involvement of affected stakeholder groups in the design implementation, monitoring and evaluation of policies and programs. [GRI NGOSS PE: p. 2]*

High-level TI-S policy and strategy decisions are informed by our main stakeholders, TI National Chapters, through a variety of mechanisms.

Wherever our prime stakeholders are affected, a decision by the Annual Membership Meeting (AMM) is required. The AMM serves as the highest decision-making body of the TI Movement, and provides a platform for our stakeholders to influence the agenda of TI-S, to sanction the work of our Board of Directors and decide on important policies and strategy (please refer to 4.1 and 4.4 above for details).

The TI 2015 Strategy (for the whole TI movement) developed over the course of 2010, involved a year long collaborative process (as appended in the Annex), and was endorsed at our Annual Membership Meeting in late 2010. The 2015 Strategy informed the strategic direction and content of the TI-S Implementation Plan, which outlines the focus and goals of TI-S' work in the coming years. Although the Implementation Plan is centred around TI-S' contribution to the realisation of the 2015 Strategy, consultation with internal (within the TI Movement) and external stakeholders (anti-corruption experts, academics, other INGOs etc) was intrinsic to its development. This process of stakeholder consultation included the production and discussion of briefing notes covering each of the 16 Key Areas of Focus laid out in Strategy 2015, as well as several consultations on draft versions of the Plan with active input from Secretariat staff, Senior Advisors, Chapters and Individual Members. The Implementation Plan was approved by the International Board on 2 July 2011 The process of consultation with stakeholders around the design of the Implementation Plan greatly informed the final document, and consequently will have significant bearing on TI-S' policies and programmes in the years to come.

All TI-S led programmes involve wide-ranging consultation with stakeholders. Where programmes are implemented exclusively by Chapters, TI-S works closely with these during the design and implementation phases, including workshops and meetings to plan activities. Chapters themselves are responsible for consultation with stakeholders within their countries. TI's overall approach to fighting corruption is one of engagement with stakeholders. Therefore, without exception, all programmes are designed to involve a range of stakeholders in identifying, diagnosing and acting together to promote transparency, accountability and integrity. That is, this is **an** underpinning principle of our approach to fighting corruption and therefore is central to all our programmes.

TI-S has developing a Monitoring, Evaluation and Learning (MEL) Framework. TI-S's programmatic M&E framework requires the active involvement of Chapters since these must be consulted on the indicators and data collection processes (for the system, see Indicator 3).

Indicator 2: *NGO2 - Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies. [GRI NGOSS PE: p. 3]*

As per the ToRs of the Board Ethics Committee, staff members from TI Chapters or at TI-S, who feel aggrieved by a decision of the Managing Director of TI- issues may bring a case to the attention of the Board Ethics Committee. Advice in such cases is given to the manager who made the contested decision, with copy to the person who submitted the request and the Chairperson of TI's Board of Directors. (ToRs are posted at**:** http://www.transparency.org/whoweare/organisation/board_committees_and_task_forces/1/#Ethics). On the same website page, contact details are outlined to bring such cases to the attention of the Board Ethics Committee.

On the basis of the TI-S Code of Conduct, (http://www.transparency.org/files/content/ouraccountability/TIS_CodeOfConduct_3_8_2011.pdf) the TI-S Ethics Advisor can assess complaints and give confidential advice on ethical questions to staff members and other stakeholders who request it. The contact details of the TI-S Ethics Advisor are posted at http://www.transparency.org/whoweare/accountability/ethics/2/).

TI-S adopted in June 2011 a Grievance Policy which outlines scope and processes for complaints by staff, including an appeal mechanism.

Our earlier report had signalled considerations being given for a TI-S, a complaints system to be part of our MEL process. While this has not come to fruition in that form, work was undertaken in late 2012 to further develop clarity, capacity and scope of such mechanisms, which results will be outlined in our following report.

Indicator 3: *NGO3 - System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact) resulting changes to programs, and how they are communicated. [GRI NGOSS PE: p. 4]*

The overall Monitoring, Evaluation and Learning system focuses on three pillars that correspond to three different levels (results, impact and performance):
- Programmatic – through monitoring the outcomes/ results achieved through the implementation of the Key Programmes with the support of the Key Support Services.
- Movement – seeking to capture global impact indicators for the TI Movement as a whole.
- Performance – through monitoring key performance indicators, which relate to the capacity of the Secretariat to implement the strategic areas of work identified in the 2015 Strategy and in the TI-S 2015 Implementation Plan.

The current system has different yet integrated approaches to the components of monitoring, evaluation and learning. These are the approaches then applied to the three levels described above (programmatic, Movement, and performance):
- Monitoring, consists in following the achievement in specifically set targets on a number of indicators and the overall progress in the existing Key Programmes' and Key Support Services' results matrices.
- Evaluation, consists in conducting evaluations on strategic programmes or projects in order to assess its relevance, efficiency, and sustainability with the view to course-correct, produce actionable recommendations, and inform planning.
- Learning, consists in facilitating discussions regarding successes and failures, potential for impact, and in promoting the discussion around monitoring data and evaluations' findings to encourage course-correction.

In terms of the communication, the organisation developed in 2012 a quarterly reporting cycle to be institutionalised as of 2013, whereby all programmes and functions report through filling in a form that is then made available to all. Quarterly reports, analysing all data submitted and distilling the trends are published in the Movement's intra-net.

Indicator 4: *NGO4 - Measures to integrate gender and diversity into program design and implementation, and the monitoring evaluation, and learning cycle. [GRI NGOSS PE: p. 5]*

Our Guiding Principle #10 (approved by the Annual Membership Meeting) stipulates:

We will strive for balanced and diverse representation on our governing bodies.

Our Code of Conduct (approved by the Board of Directors) declares:

In our operations and recruitment policies, we will strive to create equal opportunities for all, and achieve balanced and diverse representation with respect to gender and region, as the diversity of the movement we serve requires.

We have followed various approaches to mainstreaming gender at TI:
1) *Information and knowledge*: Publications on Gender and Corruption as a field of knowledge and action. The closing declaration of the bi-annual TI-organised International Anti-Corruption Conference (IACC) in November 2012 resolved to *address the effects of corruption on women since it is they who are disproportionately affected by corruption* Besides sessions at our Annual Membership Meeting in past years, instances of research and publication on the issue of Gender from numerous angles in connection with our cause include http://www.transparency.org/news/feature/is_corruption_sexist or http://www.transparency.org/whatwedo/pub/working_paper_02_2010_corruption_and_gender _in_service_delivery_the_unequal, http://www.transparency.org/whatwedo/pub/working_paper_corruption_and_human_traffickin g. We worked also throughout 2012 to disaggregate gender data in our Global Corruption Barometer 2013.
2) *Analysis*: A TI-S Gender Audit was commissioned and a report completed mid- 2010. Gender audits where undertaken for four NCs.
3) *Institutionalisation*: A Gender Task Force at TI-S was established as a central body for coordination and internal information and
4) *Operationalisation* Many of our projects and programmes collect gender disaggregated data. TI's programmes and projects are advised to, where possible and applicable, use gender disaggregated indicators. Most evaluations have as a specify requirement to look at the impact of the work being evaluated on gender. In 2012 the findings pointed towards the need to improve TI's approach to gender. This has led to some programmes indeed changing their approach.

Finally In view of the international nature of our work, advertisements of positions systematically seek knowledge of relevant languages and experience in the region where applicable. In July 2012, a Recruitment Policy came into force, further ensuring, amongst others, appropriate attention to diversity amongst our staff.

A Learning and Development Policy also came into force in 2012, making Gender Sensitivity Trainings mandatory for all staff, with ongoing trainings having been ongoing since December 2012.

Details about diversity amongst our Board can be found under Indicator 15 of this report.

Indicator 5: *- Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns. [GRI NGOSS PE: p. 6]*

TI has developed a series of advocacy tools to carry its messages.
Clear processes dictate the consultation and approval for **policy positions** and **working papers** (see www.transparency.org/content/download/36280/570188 and www.transparency.org/content/download/36279/570184/file/Appendix_A_Working_Paper_Gui delines_21-2-07.pdf)

Production of the **Global Corruption Report** (GCR) draws on a wide network of stakeholders. A select group of individuals who are experts on the report's thematic focus are invited to serve on an Expert Advisory Panel and help to shape the structure and content of the report. Collaboration with these individuals, as well as GCR contributing authors and article peer reviews further build TI's expert network which is useful for later outreach and advocacy on report's focus issue. A webportal developed through TI's Chapter Zone (intranet) also provides a network platform for all stakeholders through discussion forums, and information and resource exchange. The GCR also relies significantly on its experts within the TI movement. Individual members are invited to comment on the report outline at its initial stages and, where expertise allows, may contribute more substantially to the publication, for example, through participation on the Expert Advisory Panel. The TI Board of Directors contribute to topic selection for the report and are given the final report for review prior to publication. All TI National Chapters and contact groups are welcome to contribute case studies to the GCR and are often closely involved with advocacy activities associated with the launch and roll-out.

Advocacy messages are also developed by **resolutions at Annual Membership Meetings**. As per §16.2 of our Charter, such resolutions can be tabled by any Member at least two weeks ahead of the Meeting and must be approved for discussion by the Annual Membership Meeting to be considered. Once on the agenda, the proposed resolution is debated and voted upon by the full Annual Membership Meeting.

As part of the 2015 Implementation Plan, a *Rapid Response Unit* became operational in 2012 to scale up the organisation's responsiveness to emerging issues related to the field of anti-corruption, and to formulate and communicate TI-S advocacy positions and campaigns with enhanced effectiveness and rapidity. The Rapid Response Unit indeed brings together staff from Transparency International's communications department, regional department and advocacy group twice a week to discuss the biggest media stories of the day, safety and security issues involving our staff and the work of our national chapters and contacts across the world. The 30-minute meetings focus on the most important issues of the day for Transparency International, be it news of a Prime Minister charged with corruption, a new initiative to shed light on bribery in a particular country or possibly a security issue like the arrest or harassment of a staffer at one of our chapters. The group then decides on a quick action, working in conjunction with our chapters, to amplify our views. This could include the drafting of an opinion piece on how to limit political corruption to a newspaper where Prime Minister was charged, or a feature on our website about the chapter's new efforts to stop bribery. For security it could mean the Rapid Response Unit works with our SAFE unit and decides to write a letter to the appropriate government official, pressing for the release of our colleague or the end to any harassment. Ultimately the Rapid Response Unit helps the Movement communicate quickly and effectively on emerging news and policy agendas, as well as to provide support on security ('SAFE'), legal and reputational risks.

> **Indicator 6:** *NGO6 - Processes to take into account and coordinate with the activities of other actors. [GRI NGOSS PE: p. 7]*

TI engages in numerous coalitions through de facto arrangements, Memoranda of understanding, memberships, etc, to optimise and coordinate its actions with other relevant stakeholders. These relationships are kept track of in an internal database, the most significant of which are reported on our website (see **Institutional Relationships** under http://www.transparency.org/whoweare/accountability/governance/0)

Our country affiliates, and our earlier-mentioned news monitoring through our Daily Corruption News (www.transparency.org/news_room/corruption_news) also help inform us about the actions of other actors.

Furthermore, as referenced in our Strategy 2015 document (http://www.transparency.org/files/content/ourorganisation/TI_Strategy_2015.pdf, page 5) an

extraordinary scoping and interviews of relevant actors was conducted to inform our strategic positioning in the field).

Indicator 7: *NGO7 - Resource allocation. [GRI NGOSS EC: p. 4]*

EXPENDITURE	2012	2011	2010
Organisational Development Unit and Strategy 2015 Implementation	63	232	236
Governance and Special Initiatives	3,832	2,676	1,836
Advocacy, External Relations and Fundraising	3,009	2,706	2,187
Research and Knowledge	2,701	2,565	2,035
Africa and Middle East	4,464	4,627	3,092
Americas	1229	966	1,008
Asia & Pacific	1,822	2,286	1,220
Europe and Central Asia	2,712	1,471	2,071
Programmes	2,851	2,656	1,381
Chapters and Programmes	13,078	12,006	8,772
Other (incl. FX Gains & Losses)	57	62	18
Total Expenditure	22,740	20,247	15,084

Amounts in thousand (€)

See Annex 3 IFRS Statements:
http://www.transparency.org/files/content/ouraccountability/TIS_2011AuditedFinancials.pdf

As an International Secretariat, TI-S conducts most of its activities though its staff while in Berlin or on travel. TI-S financial resources are administered following internal policies, in particular on Procurement, Travel, Personnel costs.
Our Clearance Procedures for the Submission of External Funding Proposals routinely verifies at top management level the consistency of the project with TI's strategic direction, costing practice, available resources as well as compliance with TI-S principles including our Donations Policy
(http://www.transparency.org/files/content/ouraccountability/Transparency_International_Donations_Policy.pdf)
Our salary ranges are published on our website, the current ones can be found at http://www.transparency.org/files/content/work/TIS_SalaryStructure_Apr2012.pdf

The TI-S financial team was in 2012 composed of 15 staff members of which 2 were part time.. Since 2008, TI-S's financial accounts are audited following International Financial Reporting Standards, (IFRS) thereby providing explicit and detailed information on the use of our resources. Individual projects are subject to project audits, as per the requirements of the relevant donors. External evaluations of our programmes are posted at http://www.transparency.org/whoweare/accountability/evaluations

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Indicator 8: - *NGO8 - Sources of funding by category and five largest donors and monetary value of their contribution. [GRI NGOSS EC: p. 5]*

See p39, IFRS Statements:
http://www.transparency.org/files/content/ouraccountability/TIS_2012AuditedFinancials_1.pdf

INCOME	*2012*	*2011*	*2010*
Government	20,673	17,110	13,649
International organisations	1,430	1,936	366
Foundations	495	805	2,749
Private sector	566	396	690
Individuals	25	21	82
Donor contributions	23,189	20,268	17,536
Other income	427	282	491
Net changes in advances to National Chapters and Other Parties *)	-846	-244	-2,706
Total income	**22,770**	**20,306**	**15,321**

Amounts in thousands (€)

*) Disclosure changed for better comparison between Annual Report and Financial Statements. Expenditure is recognised in the Statement of Comprehensive Income when there is evidence of costs incurred. The net changes in advances to National Chapters and Other Parties represents advances sent to National Chapters where supporting evidence of expenditure has not been received by the year end. Therefore this is included in Donor Contributions but excluded from Donor Income.

Our 5 Largest Donors in 2012 were: (Note: this agrees directly to the Annual Report):
Department for International Development, United Kingdom (DFID): EUR 5,835,352
Australian Agency for International Development (AusAID): EUR 1,674,774
European Commission: EUR 1,470,501
Ministry of Foreign Affairs, The Netherlands: EUR 1,200,000
Swedish International Development Cooperation Agency: EUR 1,189,963

Indicator 9: - *Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation. [GRI NGOSS EC: p. 14]*

TI National Chapters are independent and locally rooted. The choice of leadership made at National Chapter level is therefore fully outside of our control. On the ground all of our 109 Chapters are staffed and led by nationals of their respective countries, with maybe one or two exceptions.

At TI-S, as an international Secretariat that seeks to be representative of a global movement, it is imperative for us to have a highly international and diverse staff. As such, ensuring diversity (rather than local hiring) remains an important consideration in our hiring procedures (LA1).

This is in line with TI Guiding Principle #10:
10. In our operations and recruitment policies, we will strive to create equal opportunities for all, and achieve balanced and diverse representation with respect to gender and region, as the diversity of the movement we serve requires.

Indicator 10: *EN16 - Total direct and indirect greenhouse gas emissions by weight. [GRI NGOSS EN: p. 22]*

	2012		2011		2010	
		CO2 in metric tons		CO2 in metric tons		CO2 in metric tons
Number of flights for staff, Board, consultants and volunteers	618		590		599	
(% of which non TI-S nor Board)	(50%)		(34%)		(27,5%)	
Staff and Board <u>Flight</u> (km)	6.776.445	2.168,5	5.295.679	1.695	5.994.074	1.918
Staff and Board <u>Train</u> (km)	34.945	2,0	43.882	2,5	33.430	1,9
Staff and Board <u>Taxi</u> (km)	32.101	5,4	32.382	5,5	40.130	6,8
Total direct emissions (staff and Board only)		**2.176**		**1.703**	**--**	**1.927**
Total direct emissions for staff, Board, consultants and volunteers		**3.260**		**2.280**		**2.254**
Office Electricity (kWh)	140.212	59,87	127.510	54,45	112.437	48,01
Office heating (kWh-e)	127.795	54,59	96.635	41,26	107.175	45,76
Total indirect emissions		**114,46**		**95,71**		**93,77**
<u>Total approx sum of emissions</u>		**3.374**		**2.376**		**2.348**

For calculation:
Flight: 320g/km (source: http://www.prima-klima-weltweit.de/co2/kompens-berechnen.php)
Train: 56g/km (source: http://www.prima-klima-weltweit.de/co2/kompens-berechnen.php
weighting long (3/4) and short-distance (1/4).
Taxi: 169g/km (source: www.auto-motor-und-sport.de/mercedes-e-220-cdi-17267.html)
Electricity : 427g/kWh (source: US Department of Justice)

Notes:
1- TI-S electricity is generated from 100% renewable energy (http://www.vattenfall.de/de/gewerbestrom-berlin-oekopur.htm.)
2- Office heating data for 2011 shows an anomaly (lower number despite staff growth)- This could not be explained. We will revert to this report to correct or explain the data once understood.

Indicator 11: *EN18 - Initiatives to reduce greenhouse gas emissions and reductions achieved. [GRI NGOSS EN: p. 25]*

A staff initiative, the TI Green Task Force (or TIGRE) had formed and successfully introduced substantially improved waste and paper management systems. Due to staff turn-over, the initiative lost momentum and was sought to be revived with top management support in the course of 2012. While motion-detecting light switches were introduced to reduce unnecessary use of electricity, little further progress was achieved, due to lack of leadership in the group.

In an effort to reduce air travel, TI-S purchased an on-wheel video-conferencing terminal together with a special licence for an online solution (Adobe Connect), which the great majority of staff was trained and encouraged to use. With most of our counterparts being however based in countries with weaker infrastructures, the reliability of connections has not brought expected results.

Our secretariat being in Berlin, the holding of our 2012 Annual Membership Meeting in Brasilia has, in comparison to 2011 where it was held in Berlin, substantially contributed to a significant increase of direct emission as a result of flights. Beside the more comparable year 2010, when our AMM was held in Bangkok, we note however that our staff has increased by 49% over the two years, while our emissions resulting from flights have 'only' increased by 13%, i.e. a sharp decrease in per capita emissions. Noting that land travel has also relatively decreased over that time, indirect emissions per capita have also sensibly dropped between 2010 and 2012 as a result of increased environmental awareness among staff and greater energy efficiency of our IT equipment. Having introduced into our carbon accounting a distinction between travel by internal and by external people, we note the sharp increase in emissions resulting from travel of non TI-S people which is a result of our strategic resolve to be of greater support to our Chapter Network, including through international trainings or regional meetings. Overall, we note that the total per capita emission has sensibly decreased from 20,59 metric ton of CO_2 in 2010 to 19,84 in 2012 or, in budgetary terms, from 1,53 metric ton of CO_2 per EUR 10,000 of budget in 2010 to 1,48 in 2012.

We shall continue to seek decreasing our environmental impact.

Indicator 12: *LA1 - Total workforce, including volunteers, by employment type, employment contract, and region. [GRI NGOSS LA: p. 4]*

Staff	170	Part time Staff	13
Interns	12		
total	182	Unlimited contract	83
Full Time Staff	157	Limited contract	87

Pay Grade	Asia Pacific	North America	Eastern Europe+FSU	Western Europe	Africa & ME	Latin America & Caribbean
1	0	1	3	11	1	0
2	2	3	2	27	1	4
3	3	4	7	41	6	1
4	1	8	1	22	0	1
5	1	2	0	8	1	1
6	0	2	1	1	0	0
MD	0	0	0	0	1	0
temp	0	0	0	2	0	0

Indicator 13: *LA10 - Average hours of training per year per employee by employee category.*
[GRI NGOSS LA: p. 16]

We have been able to give ongoing emphasis to staff training in the past years. The basic number of training hours per full time TI-S employee in 2012 was, as recorded by the Human Resources Department, 19,25 hours.

This is a further increase from the hours reported for 2011. This is also the result of actual more substantial training investments done in the training period including several line-management trainings. The wider range of training opportunities offered for TI-S employees, continues to include -beyond professional training seminars, in-house trainings and inductions- thematic jour fixes, presentations by external experts (researchers, anti-corruption practitioners, Chapters and Senior Advisors, other NGOs), language courses, participation in international conferences, seminars and workshops, working groups which are not monitored but provided to ensure staff receive what requires them to meet their job requirements.

Indicator 14: *14. LA12 - Percentage of employees receiving regular performance and career development reviews. [GRI NGOSS LA: p. 18]*

As reported last year, all employees (100%) receive regular performance and development reviews, at least twice a year.
It is a mechanism put in place, in order to capture, monitor and evaluate needs for professional and personal development and a framework that supports respected leadership.

The performance review cycle consists of three stages:

1. End of year review (November/December)
A main purpose of the meeting is enhancing the communication between staff and line managers/directors and improving the teamwork. When discussing past performance this should be done with a view to how this can be improved in the future. Management and HR are prepared to support people with their work flow (load & priorities) and their learning and development.

2. Setting Objectives (February)
The objectives are a living tool to guide and improve everyday performance and job satisfaction. They are negotiated between employee and manager in a shared process. This process establishes mutually agreed objectives that reflect organisational purpose alongside individual needs and aspirations. Objectives bring clarity and greater effectiveness to everyday roles/responsibilities of the employee.

3. Mid-year Review (June/ July)
The mid-year review is based on the feedback and is followed by a formal 1:1 Review and Planning Meeting between staff and line managers/directors. During bilateral (1:1) Review & Planning Meeting (1.5 hours), staff and line managers discuss feedback to the line manager as well as objectives for the following year.

The 360° Feedback process reported upon last year was not pursued in 2012 as it was not deemed helpful by many in the way it was conducted. We have been seeking to update that particular process of broader input gathering on behaviour and performance to a more reliable framework, but have not yet satisfactorily tackled that need.

Indicator 15: *LA13 - Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity. [GRI NGOSS LA: p. 19]*

As per the TI-S Code of Conduct (http://www.transparency.org/files/content/ouraccountability/TIS_CodeOfConduct_3_8_2011.pdf) *Appointments to all positions are made on merit, regardless of gender; region; religion; disability; family status; sexual orientation, etc.*

TI-S Staff - Gender Breakdown

Pay Grade	female	male	total
1	13	3	**16**
2	32	7	**39**
3	32	30	**62**
4	18	15	**33**
5	4	9	**13**
6	1	3	**4**
MD	0	1	**1**
Temp	0	2	**2**

TI-S Staff -Age Breakdown

Pay Grade	18-24	25-29	30-44	45-64	65+
1	5	7	4	0	**0**
2	2	21	10	6	**0**
3	0	9	41	12	**0**
4	0	0	22	11	**0**
5	0	0	4	9	**0**
6	0	0	0	4	**0**
MD	0	0	0	1	**0**
temp	0	2	0	0	**0**

Abbreviations:
MD: Managing Director
Temp: temporary staff

As indicated above, our salary ranges can be found at http://www.transparency.org/files/content/work/TIS_SalaryStructure_Apr2012.pdf

TI Board of Directors representation:

	Africa + Middle East	Americas	Asia Pacific	Europe + Central Asia
Female	0	3	0	1
Male	2	1	2	3

	25-44 y.o.	45-64 y.o.	65+ y.o.
Female	0	3	1
Male	1	5	2

We do not systematically collect data on the age of our Board members. The above data happened to have been available to us due to a specific need.

It is important to note that, as per our Nomination Policy, the statutory call by the Chair of the Board to the Membership for nominations of Board candidates requests that due consideration be given by nominators to the representation of all the world regions in which TI works as well as the representation of women. The TI Board has been chaired by a woman, Huguette Labelle, since 2005.

Indicator 16: *. SO1 - Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting. [GRI NGOSS SO: p. 3]*

A number of TI-S projects and programmes work with communities in the areas of providing assistance to victims and witnesses of corruption, engaging communities to effectively demand transparency and community-based diagnostics of corruption in relation to basic service delivery. While all of these activities are undertaken by National Chapters, and not by TI-S, we have in numerous cases be playing a supporting to our Chapters in providing assistance to witnesses or victims of corruption, as can be exemplified by the system of Advocacy and Legal Advice Centers developed by TI-S and adopted by scores of TI chapter across the world (more information under http://www.transparency.org/getinvolved/report).

Indicator 17: *SO3 - Percentage of employees trained in organization's anti-corruption policies and procedures. [GRI NGOSS SO: p. 5]*

As in 2011, the TI-S Ethics Advisor conducted two trainings in 2012 with Staff on the TI-S Code of Conduct. All TI-S employees receive a full day of formal induction which covers all our internal procedures on anti-corruption.

Indicator 18: *PR6 - Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship. [GRI NGOSS PR: p.]*

TI-S does not actively fundraise from the wider public but primarily from institutions.
The fundraising team for our global operations consists of 6 people who know and comply with our Donations Policy
(http://www.transparency.org/whoweare/accountability/funding_and_financials/1) and the relevant provisions of the INGO Charter.

As explained under Indicator 7, our Clearance Procedures for the Submission of External Funding Proposals helps ensure compliance with internal and external laws and standards.

As part of its ongoing efforts to widen its donor base, TI-S has been seeking to raise funds from the public and from corporate donors. While doing so, we follow stringent due diligence processes ensuring the funding we receive is accepted in line with our Donations Policy. Due diligence on potential new donors takes place <u>each time</u> when financial support for our work is sought from such donors.

We for example enter into partnerships with private-sector actors who have committed to anti-corruption throughout their operations, and who demonstrate such commitment through their internal policies and external engagements. TI-S does not offer any certification or approval of the policies or actions of its private-sector partners, and does not perform any confidential work for their sole benefit. TI-S's corporate partnerships seek to raise awareness throughout the private sector of the devastating impact of corruption.

Marketing is not part of TI-S fundraising. Discussions regularly arise with our stakeholders about approaching particular donors, but no formal complaint was received in that context over the reporting period.

I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3 Application Level C.

Name: **Stan Cutzach**
Position: **Governance Manager**
Date: **31 March 2014**

TI Strategy 2015 development

"empowering our diversity and finding our common focus"

TRANSPARENCY INTERNATIONAL
the global coalition against corruption

MAY 2010
DEVELOPMENT OF "KEY GOALS" FOR 2015

The "key goals" towards the TI Strategy 2015, cover both external and internal dimensions of our work (programmatic and organisational)

Workshop for National Chapters in all regions A two-day workshop for all chapter representatives to discuss and propose a set of "key goals". Each region elects chapter representatives to participate in a TI Strategy 2015 Task Force.

Tele-conference for Individual Members Consultation to propose a set of "key goals" towards the TI Strategy 2015. Three Individual Members are elected to participate into the TI Strategy 2015 Task Force.

TI-S staff workshop Consultation to discuss "key goals" and elect three staff representatives onto the Task Force.

FEB 2010
SURVEYS & INTERVIEWS: TI & EXTERNAL STAKEHOLDERS

Entire TI movement + 600 external stakeholders give input through e-surveys and interviews

GLOBAL TRENDS ANALYSIS

OCT 2009
ANNUAL MEMBERSHIP KICK-OFF MEETING IN BERLIN

Identified strategic issues and discuss possible future strategic directions

APR 2010
SUMMARY REPORT OF THE STOCK-TAKE

JUL 2010
2ND TI BOARD MEETING APPROVES FIRST DRAFT OF TI 2015 STRATEGY FOR CONSULTATION WITH MOVEMENT

SEP 2010
REVISION OF DRAFT TI STRATEGY 2015

DEC 2010
INITIATE IMPLEMENTATION ACROSS THE MOVEMENT

STOCK-TAKE & ANALYSIS OF TRENDS, STRENGTHS, WEAKNESSES, OPPORTUNITIES & CHALLENGES (SWOT)

COLLABORATIVE SHAPING OF DRAFT OF TI STRATEGY 2015

FINAL APPROVAL OF TI STRATEGY 2015

JAN 2010
PREPARATION FOR STOCK-TAKE

MAR 2010
ANALYSIS OF DATA

GLOBAL TRENDS ANALYSIS

Summary of First Consultation Meeting on a TI Strategy 2015 for the Movement

Report on Progress against TI Strategy 2008-2010

Global Trends Analysis

Analysis of Internal Perspectives on TI's Strengths, Weaknesses, Opportunities and Threats

Analysis of External Perspectives on TI's Strengths, Weaknesses, Opportunities and Threats

MAR 2010
FIRST TI BOARD MEETING DEVELOPS DRAFT MISSION STATEMENT & SHARED ASPIRATIONS FOR 2015

Possible Mission Statement & first cut of Shared Aspirations outline how TI works, what TI could be and what TI could do by the end of 2015.

JUN 2010
DEVELOPMENT OF BROAD STRATEGIES & PREPARATION OF FIRST DRAFT OF TI STRATEGY 2015

Task Force meeting The strategy task force meets to synthesize input from the four Regional Meetings and teleconferences. It develops and proposes "broad strategies" to achieve suggested "key goals". The task force meeting shapes the first draft of the TI Strategy 2015.

AUG 2010
MOVEMENT CONSULTATION ON FIRST DRAFT

NOV 2010
FINAL DISCUSSION & APPROVAL OF TI STRATEGY 2015 AT 2010 ANNUAL MEMBERSHIP MEETING

International Board of Directors, National Chapters, NC in Formation, National Contacts, Individual Members, Advisory Council, National and international External Stakeholders, TI-S staff

RESULTS OF STOCK-TAKE

International Board of Directors, National Chapters, NC in Formation, National Contacts Individual Members, TI-S staff

SHARED ASPIRATIONS | KEY GOALS | BROAD STRATEGIES | DRAFT TI STRATEGY 2015

National Chapters, Individual Members, International Board

FINAL TI STRATEGY 2015