

**ACCOUNTABLE NOW  
–INTERIM REPORT–  
FOR THE YEAR 2015**

## **Statement from the Managing Director on commitment to accountability and major changes.**

Transparency International's commitment to accountability remains unabated. 2015 marked the start of an ambitious transformation for Transparency International-Secretariat (TI-S) and much of the changes undertaken underline that very resolve.

Our 2015 Annual Membership Meeting adopted the [Strategy 2020, Together against Corruption](#), which gives a strategic framework for Transparency International's collective ambition for 2016-2020. Recognising our unique governance structure, the independence and diversity of our national chapters, and focusing on three cluster areas of collective momentum, the strategy stresses the importance of systematic impact monitoring of our strategy and commits to [publicly disclose all our monitoring and evaluation](#) results against the strategy. The [2020 Implementation Plan](#) for TI-S approved in turn by our Board outlines the contribution of Transparency International Secretariat to delivering our movement's strategy. These cornerstones of our work for these five years emphasise inter alia the resolve to create demand for accountability across societies, expressing the ambition to lead by example.

Together with [our Values and Guiding Principles](#), the TI 2020 strategy confirms a strong overlap with the [Accountable Now 10 Commitments](#).

In the same year, we commissioned an external review of our secretariat so as to best deliver our Strategy 2020. The findings triggered (in 2016) a major reorganisation of our secretariat, aiming, among other things, at redefining and asserting responsibilities in order to strengthen internal accountability and to optimise decision-making processes.

In 2015, the US-based charity [Friends of Transparency International](#), whose purpose it is to promote the fight against corruption in the US and to raise funds in the US for TI's activities worldwide, was integrated into [our 2015 audited financial statements](#), now consolidated, and will in future be part of our reports to Accountable Now. These statements present even greater clarity, accountability and a higher degree of IFRS compliance, as a result of an overhauling of our accounting policies. This consolidation follows a benchmarking exercise, where statements of some 25 NGOs were reviewed, selected on the basis of their size, sector of activity and IFRS compliance. In 2015, we also launched a TI movement-wide Chapter Financial Risk Assessment tool (C-FRA), which improves internal movement accountability, promoting financial compliance and supporting good financial governance.

We also adopted a [Code for Ethical Advocacy](#) and developed a new Value for Money approach during the year, both of which strengthen the TI-S accountability framework.

External to our movement, we raised awareness of the need for transparency, integrity and accountability in numerous ways. From [our work on FIFA](#), which enabled us to reach out to

fans in a major way, to our support for strong anti-corruption mechanisms in climate finance, linked to the Paris climate agreement, Transparency International's mission continued to be one fully behind building stronger accountability mechanisms for public and private entities, as well as promoting citizen demand for such . Together with Accountable Now, we stand committed to promoting and pushing the boundaries of this critical agenda.



Robin Hodess

Interim Managing Director

### **On evidence:**

In feedback to our last Accountability Report, the Accountable Now Independent Review Panel advised us to provide data more systematically and as much as possible across our entire report in order to illustrate the effectiveness of our policies and supporting procedures.

We have arguably not drawn enough from data already at our disposal through our Monitoring Evaluation and Learning Framework for that purpose and will give particular attention to this in future reports. At the same time, the Accountable Now report scope is broad and cannot be entirely covered by our MEL framework. The summary of evidence of our [impact in 2015](#) nevertheless highlights relevant aspects of our work. Our [impact monitoring approach](#), adopted in 2015, offers a major step forward in this regard, for TI-S and for the TI movement.

### **On Work with National Chapters:**

Our commitment to Accountable Now is that of our international secretariat and does not include our independent chapter network. As TI-S, we nevertheless promote accountability across our network as a core priority, via internal governance processes such as accreditation, in our regular financial reporting, and in our externally facing activities, many of which are focused on building accountability systems around the world, as a key mechanism for anti-corruption efforts.

We are looking forward to outlining in our report for the year 2016 progress made in that context via the updating of our accreditation process with which the Accountable Now global standards strongly correlate. We will also there report on our efforts made through the updated accreditation framework to ensure adequate complaint mechanisms at Chapter level and the inherent challenges faced.

The panel had also raised questions about channelling complaints against TI-Secretariat that Chapters would receive. While our cause, our way of working and our governance structure makes such eventuality unlikely, we have indeed encountered in 2015 one instance where Chapter stakeholders complained about a TI-S policy position which was relayed from the Chapter's Board to us. The matter led to the approval by the Board of a policy allowing arbitration when TI and one or more of its affiliates are in conflict on advocacy positions. An explicit process on channelling external complaints from chapter to TI-S will be outlined in 2017.

While much of the issues at stake are covered by our triennial accreditation review, explicit adoption of a Code of Ethical Advocacy similar to that of our Secretariat is not a compliance requirement. Complaints that may be received (as per the channels presented on our respective [webpage](#)) for gross violation of these principles would, unless found inaccurate at the outset or immediately corrected by the Chapter, trigger a special accreditation review.

### **On Environmental Sustainability**

Our last report envisaged an overarching environmental policy for TI-S so as to enable distinct minimised environmental impact most critically with respect to travel and greenhouse gas since our footprint is otherwise minimal.

Our ambition to tackle this deficit remains unchanged. So far, we have been unable to deliver meaningful progress in this domain and we will endeavour to rectify this in 2017.

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