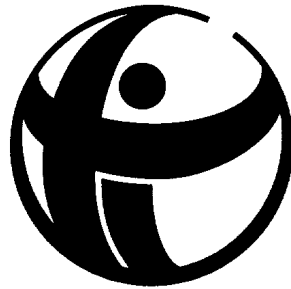




TRANSPARENCY INTERNATIONAL (UK) STRATEGIC PLAN 2007 – 2010



The Way Forward



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I. VISION, MISSION AND VALUES

1. Transparency International (UK)'s vision is for a world in which government, politics, business, civil society, domestic and international institutions and the daily lives of people are freed from corruption, and in which the UK neither tolerates corruption within its own society and economy, nor contributes to overseas corruption through its international financial, trade and other business relations.

2. Transparency International (UK) (TI(UK)) is the UK national chapter of the global anti-corruption non-governmental organisation, Transparency International (TI). TI, which is co-ordinated by an international secretariat in Berlin, is a coalition of more than 90 autonomous national chapters who are committed to fighting corruption using transparency as a major tool. TI is dedicated to combating corruption at the national and international levels through constructive partnerships with governments, the private sector, civil society and international organisations.

3. TI(UK) is a company limited by guarantee and was set up by a Memorandum of Association on 1 March 1994. It was registered as a charity on 27 January 2006. Its specific objectives are: (a) the relief of poverty, suffering and distress in any part of the world caused directly or indirectly by corruption; (b) the promotion, for the public benefit, of ethical standards of conduct and compliance with the law by the public and private sectors in international and domestic business transactions and overseas development initiatives; and (c) increasing awareness of corruption and its effects through communication initiatives to the wider public, active engagement with our membership and effective use of the media.

4. As a charity devoted to fighting corruption, TI(UK) is committed to maintaining the highest standards of integrity and transparency in its own work and governance.

II. STRATEGIC CONTEXT

5. The strategic environment for TI(UK)'s anti-corruption efforts, both within the UK and globally, has changed in significant ways during the past three years. At the international level, several positive trends and developments are noteworthy: greater awareness of the harmful impact of corruption in an increasing number of countries; increasing recognition that poor governance and corruption threaten the attainment of the UN Millennium Development Goals; the entry into force of the UN Convention Against Corruption; the expansion of the UK-led Extractive Industries Transparency Initiative; and the strengthening of anti-corruption codes (on a voluntary basis) by a growing number of companies. On the other hand, there have also been negative trends such as weak enforcement of the OECD Anti-Bribery Convention by the majority of OECD



members; the failure of anti-corruption reforms in countries that are major recipients of UK development assistance; and growing public distrust of politicians and political institutions in several countries, including the UK.

6. Recent developments in relation to the UK Government's anti-corruption strategy have important implications for TI(UK)'s future work. The July 2006 Government White Paper on Development committed the Government to several actions to strengthen its anti-corruption strategy. These included the adoption of an annual UK Action Plan to tackle international corruption, with a requirement for the Secretary of State for International Development to report on progress every six months. The Secretary of State was also assigned the lead responsibility for tackling overseas corruption and a special International Corruption Group, comprising officers from the City of London and the Metropolitan Police Forces, was established to tackle foreign bribery by UK businesses as well as money laundering.

7. Sadly, these positive steps were undermined by the decision, announced in December 2006, to terminate prematurely the Serious Fraud Office's (SFO) investigation of the affairs of British Aerospace Systems plc (BAeS) in relation to the Al Yamamah defence contract with Saudi Arabia. Weaknesses in the UK's enforcement of the OECD Anti-Bribery Convention, which had already been highlighted in the OECD Examiners' 2005 Phase 2 Evaluation of the UK, came under critical domestic and international scrutiny. The UK's credibility as a champion of international anti-corruption efforts has been grievously eroded. An improvement of the UK's enforcement of the OECD Convention will therefore remain a major priority in TI(UK)'s future efforts.

8. On the domestic front, the issue of political party funding will continue to require close attention. As the TI(UK) paper¹ on this subject has pointed out, the "loans for peerages" affair has underscored the need for rules governing the funding of political parties and elections to be strengthened and procedures for the appointment of peers in the House of Lords made less susceptible to possible abuse. Press reports during the course of 2006 have also highlighted suspicions of corruption in other sectors such as sports (football), local government planning, the prisons system and immigration.

III. TI(UK)'s ACHIEVEMENTS

9. TI(UK)'s previous Strategic Plan² focused mainly on consolidating the organisation's role in increasing awareness of the nature and impact of corruption at different levels, developing initiatives to reduce corruption in specific industry sectors, contributing to the debate on reforming the UK's corruption law and

¹ 'Corruption and the Funding of UK Political Parties', October 2006.

² 'Freed from Corruption – The Next Steps - Transparency International (UK) Strategic Plan (2004-2006).



strengthening TI(UK)'s governance and management. TI(UK) has made significant progress in the past three years, both in meeting its own objectives as well as advancing the work of the TI movement as a whole. Major achievements include:

- the creation of the UK Anti-Corruption Forum for infrastructure, construction and engineering, representing over 1000 companies and 200,000 professional engineers, as well as the development of practical business tools to reduce corruption in the sector;
- the establishment of a regular process of dialogue and engagement with companies and governments on anti-corruption issues in the defence sector, and the development of tools to promote integrity and transparency in defence procurement;
- the publication of technical reports identifying keys areas for strengthening the UK's anti-money laundering regime;
- the strengthening of the UK-led Extractive Industries Transparency Initiative to promote transparency in company payments and government revenues in natural resource-rich countries;
- the preparation of a Corruption Bill with a view to increasing awareness of the issue, hastening the reform of the UK's anti-corruption laws and facilitating effective law enforcement;
- the publication of recommendations for reducing the risk of corruption in political party funding; and
- the provision of reliable knowledge and expertise on a range of anti-corruption issues.

TI(UK) needs to build on these achievements, attract greater resources, become a stronger force for anti-corruption and raise its profile in the UK and internationally.

IV. CHANGES IN FUTURE STRATEGY

10. TI(UK)'s future strategy will involve changes in four areas. Firstly, greater emphasis will be given to domestic corruption issues. During the past three years, TI(UK) has focused mainly on UK policies and institutions in relation to the international dimensions of corruption. While this will continue to be a priority in the future, TI(UK) will give more attention to domestic corruption problems that are of the greatest concern to the public. A working group will be established to provide strategic guidance for this work (see Section V).



11. Secondly, while advocacy will continue to be a theme that cuts across all areas of TI(UK)'s work, greater attention will be given to the development of practical tools to fight corruption, particularly in the specific industry sectors TI(UK) is already engaged. Increasingly, companies and organisations want practical help in adopting good practice to prevent corruption. TI(UK) therefore proposes to respond to requests for technical advisory services, primarily in the infrastructure, construction and engineering sector. However, it will only do so if such work is consistent with its charitable objects and it will refrain from entering into commercial competitive bidding for the provision of anti-corruption consultancy services. Such an approach is consistent with TI's general policy on the undertaking of consultancy work by the Secretariat and national chapters. This policy is currently under review and any changes agreed by TI will be factored into TI(UK)'s future approach.

12. Thirdly, TI(UK) will work more closely with other NGOs that share its anti-corruption objectives. During the past few years, several other civil society organisations (notably the lead development NGOs) have become more concerned about how corruption and weak governance (as well as supply-side driven corruption) affect their operations in the developing world. TI(UK) will seek to develop alliances with these organisations in order to increase the impact of its own anti-corruption work.

13. Fourthly, TI(UK) will develop a more strategic approach to communications. As an organisation that is generating important knowledge through its work, the media by which it communicates, advocates and shares its expertise need to encompass effective forms of communication, making use of the latest information technology. This also implies a review of the audience to whom its activities are targeted. The development of a more effective communications strategy will also enable TI(UK) to expand its membership base over the next three years. TI(UK) needs to reach out to new members all over the UK in order to broaden the base of its support and attract individuals who can help to promote its work. This represents a significant new stream of activity. TI(UK) therefore proposes to create a new post of Director of Communications and Corporate Affairs to take on this challenge.

V. PROGRAMMES

14. In this changing environment, TI(UK) will pursue its mission, vision and specific objects through five programmes:

1. Corruption in the Infrastructure, Construction and Engineering Sector
2. Defence Against Corruption
3. UK Anti-Corruption Strategy and Implementation of International Conventions
4. Domestic Corruption and Reform of Corruption Law
5. Increasing Awareness of the Impacts of Corruption and Fraud



Details of the Programmes are provided below. Programme Objectives, Strategies and Expected Results are summarised in tabular form at the end of this Section.

Programme 1 - Corruption in the Infrastructure, Construction and Engineering Sector

15. The 2002 TI Bribe Payers Index revealed that this sector was perceived to be the most corrupt worldwide. Corruption in the sector results in projects which are unnecessary, unreliable, dangerous and over-priced. This can lead to loss of life, economic damage and lower economic growth. TI(UK) has been working with its partners in the UK Anti-Corruption Forum for infrastructure, construction and engineering, which was launched in October 2004 and is co-ordinated by TI(UK), to increase awareness of the impact of corruption in the sector and promote practical, industry-led initiatives to reduce corruption.

16. In addition to TI(UK), Forum members include the Association for Consultancy and Engineering, British Expertise (formerly called BCCB), the Institution of Civil Engineers, the Institution of Mechanical Engineers, the Institution of Structural Engineers, the Chartered Institute of Building (CIOB), Engineers Against Poverty, construction companies and consulting engineering firms. A 2006 survey by the CIOB revealed that bribery and corruption continue to be prevalent in this sector in the UK. However, the work of TI(UK) and its Anti-Corruption Forum partners is contributing to changes in attitude in the industry that bode well for further anti-corruption initiatives.

17. During the next three years, TI(UK) will work at the UK and international levels to mobilise support for anti-corruption actions in the industry and promote the application of practical tools such as a Project Anti-Corruption System (PACS). TI(UK) will continue to encourage other national chapters to set up anti-corruption forums for the construction industry, work with other partners to promote the establishment of regional anti-corruption forums as well as a global infrastructure anti-corruption forum, and disseminate PACS. TI(UK) will also work with interested international organisations who want to ensure that the infrastructure/construction projects they support are free of corruption and fraud. The TI Secretariat in Berlin is expected to provide financial support for this Programme and this is reflected in the Strategic Plan budget projections (see Annex).

Programme 2 - Defence Against Corruption

18. The 2002 Bribe Payers Index ranked the arms industry as the second most corrupt industry worldwide. Corruption and secrecy in the industry and in procurement processes tend to inflate national military expenditure to a level that far exceeds legitimate security needs in several countries. Scarce resources are



spent on military equipment at the expense of programmes to alleviate poverty and meet basic needs. TI(UK) has been focusing on increasing awareness of the impact of corruption in the defence industry; promoting collective action by the industry to raise anti-corruption standards; and piloting the implementation of Defence Integrity Pacts in interested countries in order to increase transparency and reduce corruption in defence procurement. Over the next three years, TI(UK) will strengthen its work with the industry, governments and international organisations in order to promote practical initiatives to build integrity in this sector.

Programme 3 - UK Anti-Corruption Strategy and Implementation of International Conventions

19. As noted earlier, despite recent improvements in the UK's overall anti-corruption strategy, there continue to be major areas of weakness that TI(UK) will need to continue to focus on, such as the UK's enforcement of the OECD Anti-Bribery Convention. In the area of money laundering, the UK's regime has been progressively strengthened, but it is still found wanting in key areas such as the supervision and regulation of providers of company services and trusts. The UK's implementation of the 3rd EU Anti-Money Laundering Directive by the end of 2007 provides an opportunity to close this gap. Another issue of concern to TI(UK) is the revised anti-bribery and corruption procedures (Procedures) of the Export Credit Guarantees Department (ECGD), which were introduced on 1 July 2006. While these removed some of the weaknesses of the December 2004 procedures, they contained serious flaws that expose the ECGD to a risk of supporting transactions that may be tainted by bribery and corruption.

20. In the years ahead, TI(UK) will also seek to encourage the UK Government to implement effectively its obligations under the United Nations Convention Against Corruption (UNCAC) as well as continue to support the Extractive Industries Transparency Initiative (EITI) that the UK has led so effectively in the past few years. TI(UK) will continue to remain an active member of the Publish What You Pay Coalition, which is international civil society's primary forum for supporting EITI.

Programme 4 - Domestic Corruption and Reform of Corruption Law

21. The TI 2006 Global Corruption Barometer showed that a majority of UK respondents felt that corruption is a serious problem in the UK. Issues such as the funding of political parties may partly explain why the public has this perception but there is a need for further research by TI(UK). As noted earlier, there have been reports in the news media about corruption in sectors such as sports, immigration and the prisons system.

22. A TI(UK) working group will be created in order to develop and guide a series of projects that will involve research on major domestic corruption



problems and the publication of recommendations for dealing with them. The working group will develop an initial issues paper on the basis of which a work programme will be drawn up.

23. This Programme will also take forward TI(UK)'s ongoing work on reform of corruption law in the UK. The Corruption Bill developed by TI(UK) in 2006, which has received support from representatives of all the major political parties, is intended to make the law address corruption issues more widely in a manner that can be readily understood by the police, prosecutors, jurors and companies.

24. The Government has decided to refer the issue of corruption law reform back to the Law Commission, which is expected to come up with its proposals in late 2008. TI(UK) expects to contribute to this process and will continue to press for the enactment of a new corruption bill that can be easily understood and enforced. The reform of corruption law also covers other issues, such as the role of the Attorney General, which are of concern to TI(UK).

Programme 5 - Increasing Awareness of the Impacts of Corruption and Fraud

25. TI(UK) will increasingly focus on practical tools and strategies for fighting corruption through Programmes 1 to 4. At the same time, through this Programme, it will keep its members and supporters informed about emerging issues on the anti-corruption agenda as well as increase general public awareness of the impacts of corruption and fraud and the need for the UK to fight corruption effectively both at home and abroad. TI(UK) will engage with existing and new stakeholders to mobilise greater support for action against corruption. It will deepen its engagement with the private sector and also make greater efforts to reach out to small and medium enterprises where awareness of corruption may still be weak. Since other organisations (e.g. Fraud Advisory Panel) focus on fraud, TI(UK) will focus on those aspects of fraud that are relevant to its anti-corruption work.



Programmes 1-5: Summary of Objectives, Strategies and Expected Results

Programme 1 - Corruption in the Infrastructure, Construction and Engineering Sector

Programme Objective	Strategies	Expected Results
<p>To promote the elimination of corruption in the infrastructure, construction and engineering sector, working with the UK Anti-Corruption Forum and other partners.</p>	<p>1. Raising awareness of the damage and risks caused by corruption on construction and engineering projects by: publishing reports; giving seminars and presentations; writing articles for the national and industry media; and providing advice and training on request.</p> <p>2. Developing anti-corruption business tools (e.g. Project Anti-Corruption System (PACS), Codes), promoting the use of these tools, and providing technical advisory services, on request, to help organisations to use these tools.</p> <p>3. Promoting the implementation of effective anti-corruption actions in co-operation with the construction and engineering industry.</p>	<ul style="list-style-type: none"> • Increased awareness of the problem in industry and government. • Anti-corruption reports, seminars/presentations and articles are well received. • First edition of PACS published in 2007 and disseminated widely. • PACS and other tools refined and updated. Second edition of PACS published in 2010. • Companies and other organisations assisted, on request, to apply PACS and other tools successfully on infrastructure, construction and engineering projects. • Improved anti-corruption warranties and remedies in standard form construction and engineering contracts. • Training and advisory services delivered to a high standard. • UK Anti-Corruption Forum is strengthened and its initiatives welcomed by the industry and government. • The following industry anti-corruption forums are established: one global, one regional and five national.



Programme 2 - Defence Against Corruption

Programme Objective	Strategies	Expected Results
<p>To build integrity in the defence sector by promoting greater transparency and reducing corruption in international defence contracting and in defence/security institutions.</p>	<ol style="list-style-type: none"> 1. Increasing awareness in the international defence and security sectors that transparency and integrity can be increased and corruption tackled effectively. 2. Promoting concerted action by defence companies to strengthen their anti-corruption standards. 3. Promoting collaboration among exporting and importing governments on practical measures to increase transparency in defence procurement and tendering processes. 4. Working with NATO and other multilateral institutions to promote greater transparency and good governance in the defence sector. 5. Contribute to the UK Government's defence transparency initiative. 6. Working with other TI National Chapters and organisations to strengthen capability in countries to 	<ul style="list-style-type: none"> • Greater awareness that corruption can be tackled. • Presentations, seminars, conferences, and reports on defence anti-corruption issues are well received. • Links with UK Defence Anti-Corruption Forum are strengthened. • International defence anti-corruption forum is established. • Improvements in defence companies' anti-corruption standards. • Supportive public statements are made by exporting and importing governments. • National defence anti-corruption workshops hosted by exporting and importing governments. • A NATO defence transparency training course is created. • A NATO defence anti-corruption policy is adopted. • World Bank and other MDBs' engagement in encouraging defence transparency. • Greater transparency in defence expenditure in selected countries. • Defence Integrity Pacts successfully applied in defence procurement in selected countries.



	<p>run clean defence and security organisations.</p>	<ul style="list-style-type: none"> Defence ministries' anti-corruption capacity strengthened in selected countries. Training courses on defence transparency are developed and are well received.
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Programme 3 - UK Anti-Corruption Strategy and Implementation of International Conventions

Programme Objective	Strategies	Expected Results
<p>To encourage the UK to strengthen its international anti-corruption strategy and play a leading role in international anti-corruption efforts.</p>	<ol style="list-style-type: none"> Increase awareness that an effective UK international anti-corruption strategy is essential to its efforts to support attainment of the UN's MDGs. Create or strengthen partnerships with other NGOs for this purpose. Monitor the UK's implementation of key anti-corruption conventions and identify areas for improving enforcement and implementation. Monitor the implementation of the UK's anti-money laundering strategy and identify areas for improving the AML regime. Work with other partners to strengthen EITI and encourage the UK Government to continue its strong support for the Initiative. 	<ul style="list-style-type: none"> Greater support in key constituencies for strengthening UK's anti-corruption strategy. Reports, presentations, and submissions on strengthening the UK's implementation of anti-corruption conventions are well received. Reports, presentations, and submissions on strengthening the UK's AML regime are well received. Trusts and company service providers are regulated and supervised more effectively. EITI is strengthened with continuing UK support. The PWYP coalition is strengthened.



Programme 4 - Domestic Corruption and Reform of Corruption Law

Programme Objective	Strategies	Expected Results
To encourage the adoption of measures to tackle major domestic corruption issues in the UK and promote reform of corruption law.	<ol style="list-style-type: none"> 1. Identify major domestic corruption issues and recommend measures to address them. 2. Build wider support for the reform of UK corruption law. 	<ul style="list-style-type: none"> • Greater understanding of major domestic corruption problems. TI(UK) recommendations for tackling them are well received. • Greater support for reform leading to the adoption of comprehensive and clear anti-corruption legislation.

Programme 5 - Increasing Awareness of the Impacts of Corruption and Fraud

Programme Objective	Strategies	Expected Results
To engage with stakeholders and others and attract new members in order to increase awareness and mobilise greater support for action against corruption and fraud.	<ol style="list-style-type: none"> 1. Attract new members by communicating TI(UK)'s message more effectively using all modern media. 2. Organise speakers' meetings, seminars and conferences to increase awareness and stimulate debate, particularly on anti-corruption issues that deserve greater attention. 3. Strengthen engagement with the private sector through the Corporate Supporters Forum and also establish or strengthen links with the SME sector. 4. Engage more with TI(UK) members, for example, through web-based surveys and requests for volunteers to contribute to the organisation's work. 	<ul style="list-style-type: none"> • An increase in TI(UK)'s membership. • Broader support for action against corruption and fraud. • Meetings, seminars and conferences are well received. • Stronger support for action against corruption and fraud from the UK private sector. • Greater awareness of anti-corruption issues within the SME sector in the UK. • Greater involvement of TI(UK) Members, e.g. in volunteering on projects.

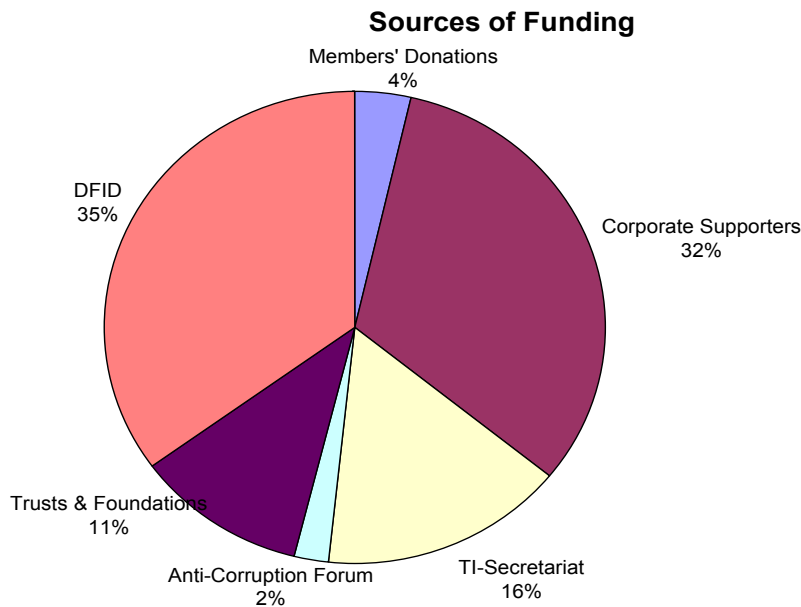


VI. BUDGET AND RESOURCES

26. The proposed budget projections for the Strategic Plan are shown in the Table in the Annex. It is proposed to budget for total expenditure of about £1.71 million over three years (average expenditure of about £569,000 per year).

27. TI(UK) will seek funding from the following sources: increased membership; TI-Secretariat; government (DFID); corporate supporters; and trusts and foundations. It is possible that TI(UK)'s charitable status may enable it to attract more funds from trusts and foundations. It should also enable it to maximise the benefits of members' donations. A more concerted fund raising effort will be needed on all fronts. Although some income is expected from the provision, on request, of technical advisory services (chiefly under Programme 1), the budget projections do not specify a figure since it is difficult to predict the level of income from this source.

28. Excluding the £499,200 already secured from DFID to support Programme 2 (Defence Against Corruption), the shares of different sources in total projected income are as follows:



The income projections provide for decreasing contributions from DFID over the three years, offset by increasing contributions from the other sources.

29. In the area of human resources, TI(UK) currently has 3 full-time employees (two of whom work almost exclusively on Programme 2 (Defence Against Corruption)), one part-time employee and five consultants. In the budgetary projections, provision has been made for a new post (Director, Communications and Corporate Affairs) to strengthen communications and improve links with the corporate sector. Ideally, it would be desirable to recruit



another full-time staff member to work primarily on legal issues. While provision for this is not made in the budget projections, the budget for the second and third years of the Plan may be revised to include this post if additional funds can be raised.

30. TI(UK) is heavily reliant on voluntary contributions of time, mainly from members of the Board of Trustees. It is estimated that, in the course of a year, voluntary inputs of time are the equivalent of about 4 full time staff, valued at about £250,000 a year. It is desirable for TI(UK) to continue to benefit from voluntary contributions. The reasons are not confined to finance. Board members and other volunteers contribute a wide range of experience and expertise through their involvement. TI(UK) will continue the current practice of having working or steering groups (with the participation of at least one Board member) to provide guidance for individual projects.

31. However, TI(UK) should also be able to rely on a higher and stable level of paid staff input if it is to expand its activities. As it is more costly for TI(UK) to take on additional employees, it is proposed to make greater use of ad hoc consultants/experts in different areas of activity (e.g. domestic corruption issues). It is hoped that consultants could be found who would be willing to work at below market rates.

32. TI(UK) will also explore the possibility of inviting the secondment of experienced professionals from leadership (e.g. Ashridge Leadership Course), MBA or MPA courses to lead on projects or specific areas of activity (e.g. fund raising). Student interns will also continue to be engaged to contribute to different areas of work.

VII. ORGANISATIONAL STRUCTURE AND GOVERNANCE

33. As noted earlier, TI(UK) proposes to create a new post, Director of Communications and Corporate Affairs, reflecting its desire to improve the way it engages with members and the way it interacts with the private sector, the media and other organisations to raise awareness of corruption and anti-corruption initiatives. It is proposed to discontinue the formal post of Director for Corporate and Regulatory Affairs. However, expertise in this area would continue to be available to TI(UK) on a consultancy basis. (TI(UK)'s organogram is shown in the Annex.)

34. TI(UK)'s Memorandum and Articles of Association were amended in January 2006 in order to improve the clarity and effectiveness of the organisation's governance. No further changes are proposed to be made to governance arrangements. The organisation is governed by a Board of Trustees elected by its members. An Advisory Council provides advice to the Board. (See Annex for a list of members of the Board and Advisory Council.)



ANNEX

TI(UK) Projected Budget (£'000)

Expenditure £'000	2007/08	2008/09	2009/10
A. Employment Costs	171.7	171.7	171.7
B. Office Overheads	52.7	44.6	44.6
C. Travel (UK&Overseas)	10	10	10
D. Programmes			
01 C&E	125.5	125.5	125.5
02 DAC	171.9	171.9	104.1
03 UK Anti-Corruption Strategy	24.4	24.4	24.4
04 Law & Domestic Corruption	14	14	14
05 Increasing Awareness	15	15	15
Sub-Total	350.8	350.8	283
Total	585.2	577.1	509.3
Inflation uplift (3 % per year)		17.6	17.8
Inflation Adjusted Total	585.2	594.7	527.1
Income £'000	2007/08	2008/09	2009/10
Members' Donations	10.8	15.3	19.8
Corporate Supporters Donations	115	135	155
TI-Secretariat (for Prog 1)	66.1	66.1	66.1
C&E Anti-Corruption Forum Donations	10	10	10
Trusts & Foundations	20	60	60
Government (DFID) for DAC	171.9	171.9	104.1
Funds sought from DFID	191.4	136.4	112.1
Total	585.2	594.7	527.1

Notes

About 3/4ths of total employment costs are directly attributable to programme expenditure and the remainder to governance and management

Voluntary contributions of time by TI(UK) members estimated at 250k per year are not included in income figures

DFID's CHASE has already committed 499.2k for DAC project for the period Dec2006 to Dec2009

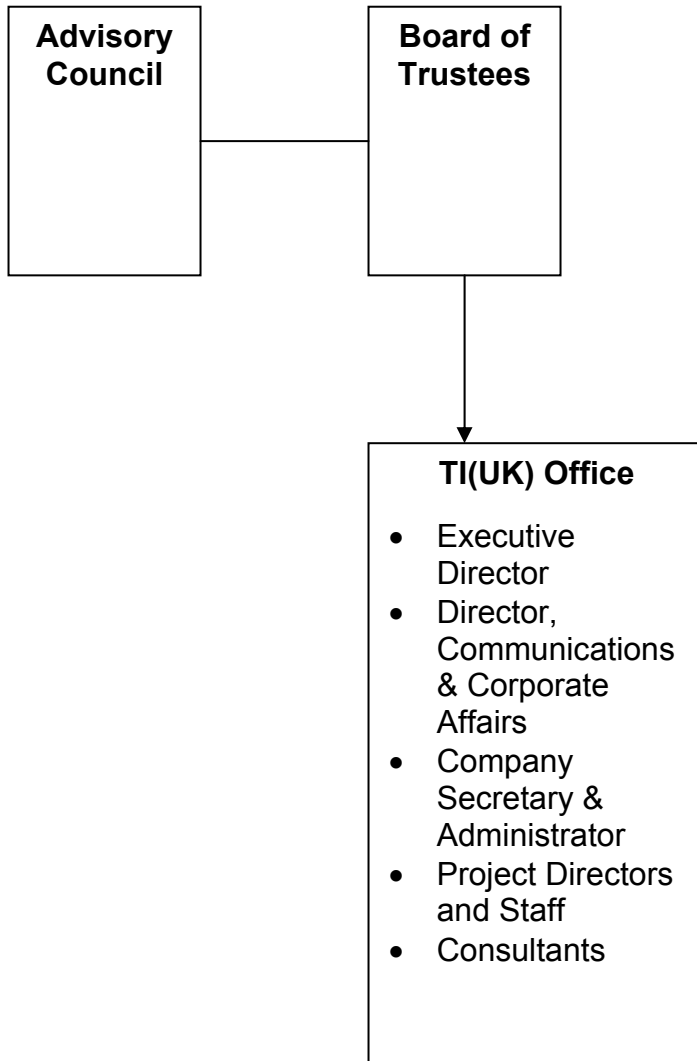
Income projections assume:

- CSF members increase by 4 per year from the current 19 members
- TI-S contributes to Programme 1 in each of the three years; at present, TI-S has agreed to contribute in the first year (2007/08).

When this Strategic Plan was approved in March, it was expected that TI-S's contribution would be channelled through TI(UK). Hence, this was shown in the TI(UK) budget. However, it was later decided that TI-S would not make its contribution through TI(UK).



TI(UK)'s Organogram





Members of the Board of Trustees & Advisory Council

TI(UK) Board of Trustees

Laurence Cockcroft, *Chairman*
Ian Trumper, *Honorary Treasurer*
Jeremy Carver CBE
John Drysdale
Neil Holt
Lady Judy Moody-Stuart
Anne Moore-Williams
Monty Raphael
Kate Wilson
Karl A Ziegler

TI(UK) Advisory Council

Peter Berry CMG, *President*
Baroness Chalker of Wallasey, *Past President*
Paul Batchelor
Lord Bowness CBE DL
Philippa Foster Back
Lord Goodhart QC
Sir Nicholas Monck
Baroness Whitaker