

**Region's defence and security sectors face rising corruption risk**

**Abuse fears over 'revolving doors' between politics and lobbying**

**Clinical trials in Europe: less than a fifth report within 12 months**

**Corruption is an "ignored pandemic"**

**Many planning decisions 'at risk of being influenced by secretive lobbying or bribery'**



# STOPPING CORRUPTION PROMOTING INTEGRITY

**Transparency International UK Strategy 2021-30**

**Revealed: one in five peers advise private business while serving in parliament**

**World's wealthy face UK golden visa crackdown**

**UK vulnerable to money laundering on a massive scale, find MPs**

**Criminal wealth totalling £325BILLION has flowed through UK and paid for private jets, luxury yachts and mansions - nearly twice as much as researchers previously thought**

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# INTRODUCTION

**We are Transparency International UK.**

**We are part of the global Transparency International movement, which defines corruption as the abuse of entrusted power for private gain.**

**Our Vision** is a world in which government, business, civil society, and the daily lives of people are free from corruption.

**Our Mission** is to stop corruption, promote integrity and, to that end, hold power to account for the common good.

Since 1995, Transparency International UK has played a leading role in tackling corruption in the UK, Britain's role in corruption overseas, and corruption in global sectors critical to international security and development.

We achieve this through impartial, evidence-based research, the design of new standards and solutions and the education of decision-makers. We drive change through constructive advocacy and by providing support and expertise to others aligned to our cause.

Our significant achievements to date include leading the campaign for the creation of the UK Bribery Act (2010), amongst the strongest international legislation on bribery. We secured the introduction of Unexplained Wealth Orders (UWOs) in the UK, which have been used by the police to seize the proceeds of corruption laundered through the UK. We created powerful benchmarking tools helping dozens of FTSE 100 companies significantly improve their anti-corruption programmes.

We created a global Government Defence Integrity Index which is now relied on by governments and civil society to achieve accountable and transparent defence institutions. We supported the transformation of health procurement in several countries in Sub-Saharan Africa to prevent losses to corruption and ensure better access to medicines.

This strategy seeks to build on these strong foundations. It provides guiding principles to drive all of our programmes to achieve the greatest possible impact. It also underscores the need to address corruption with greater scale and ambition, across the UK and internationally.



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# THE DAMAGE CAUSED BY CORRUPTION

The achievement of our mission will lead to a world where people can trust their leaders to seek to act in the public's interest and know they will not have to pay bribes for vital services; where those in authority and in business act with integrity, and where there is no impunity for the corrupt at home or abroad.

We enter this strategy period facing a very different reality. No matter how far removed from our lives corruption may appear, it leaves behind a devastating trail of victims and disruption.

**The UK is widely recognised as a safe haven for dirty money** plundered from countries around the world. Money stolen from public resources worldwide causes real suffering, deprives people of basic services and makes the world a more dangerous place.

**The distortion of democracy in the UK by a small number of wealthy donors** bankrolling UK political parties, and funding social media campaigns, fuels perceptions that decisions are taken to benefit private interests, rather than the common good.

**Bribery scandals** involving respected businesses and stories of undue influence in UK politics **regularly hit the headlines.**

At least **140,000 children a year die as a direct result of corruption in health systems** with many more likely victims of the social detriments of corruption.

In the first six months of the Covid-19 pandemic, credible evidence suggested up to **US\$1.1 billion of emergency funds had been lost to corruption and malfeasance.**

**Corruption contributes to instability and conflict** especially when it is used to recruit paramilitaries and terrorists with devastating consequences in the UK and around the world.



In the shadow of a global pandemic and with the UK's position in the world changing, opportunities for corruption will only multiply in the years to come if they are left unchecked.

This strategy sets out how we will combine our expertise, influence and convening power to stop corruption, promote integrity and hold power to account for the common good.

# OUR RESPONSE

We will deliver our Vision and Mission through three new Strategic Goals identified by this strategy. These three goals are inter-connected so that through careful planning, collaboration and execution we can further our mission at an increased pace.

## Vision

We envision a world in which government, business, civil society and the daily lives of people are free from corruption

## Mission

Our mission is to stop corruption, promote integrity and, to that end, hold power to account for the common good

### We Advance Policy:

Use research, evidence & advocacy to drive the use and improvement of law, regulation, systems and policy to deter and pursue corruption.

### We Improve Practice:

Drive the public and private sectors to change behaviours, attitudes and stop corruption.

### We Promote Change:

Share knowledge, create pressure and reduce opposition, mobilise and support allies to tackle corruption.

This strategy commits Transparency International UK to increase its focus on improving practice in the public and private sectors and to promote action to fight corruption.

We will do this by using evidence-based tools, solutions and frameworks in the public and private sectors and civil society.

This new strategy also explicitly addresses our approach to emerging issues and the resulting risks of corruption.





## CORE VALUES

**We will act with integrity.**

**We will value and respect differences.**

**We will work collaboratively across Transparency International, our global Movement and with partners.**

**We will have the courage to demand better of ourselves and others.**

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# GUIDING PRINCIPLES

Along with our Strategic Goals and Values, these Guiding Principles inform the character of our organisation, provide clarity and confidence to external partners, and are at the centre of all our programmes.

## Advance Policy

We are politically impartial and led by objective research.

We maintain cornerstone publications and indices that provide the foundation for our expertise and credibility.

We monitor and respond to emerging issues and developments where existing work provides a credible foundation.

We actively hold the powerful to account and help others to bring the corrupt to justice. We champion the highest standards of public and private sector integrity.

## Improve Practice

We create policy solutions and practical recommendations that are robustly evidence-based. We improve practice through influential advocacy and leadership to see these adopted.

We work with public and private stakeholders to support change; incentivising and recognising good practice through indices of performance against measurable standards.

We strive for impact and improvement; promoting standards and enforcement of rules and current laws, while investing in the systems and resources to measure and to improve anti-corruption practice over time.

## Promote Change

Our research and reports are living assets; all will be accompanied by an influence, implementation and review plan. Cornerstone publications should be renewed at strategically appropriate intervals.

Following a principle of subsidiarity, we actively seek to strengthen the capacity of other Transparency International chapters globally, as well as partnering with other organisations which share our vision.

We use context-appropriate means to engage and mobilise others, building powerful partnerships that strongly advocate for our mission objectives, holding power to account and pursuing the corrupt.

## CROSS CUTTING ISSUES

Corruption pervades every aspect of society.

It often does so in subtle ways that undermine efforts to address other critical global challenges. We will therefore ensure that our intended impact clearly links to the Sustainable Development Goals and that cross-cutting themes such as climate change, gender, racial equality and human rights are properly considered and embedded into our work wherever possible.

In practice, this means that we do more than design anti-corruption efforts to work within the constraints of existing social norms. As an example, a health project should ensure it considers the impact of structural racism or gender inequality on access to medicines in order to tailor anti-corruption measures to deliver equitable outcomes. Meanwhile, all programmes should be designed to minimise their environmental impact, responding to overarching trends created by climate change, such as instability in countries of operation that might increase corruption risks.

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# PROGRAMME OBJECTIVES AND KEY THEMES

Our strategy is informed and guided by the global Transparency International movement's 'Holding Power to Account' framework for 2021-2030.

Four of its key objectives represent the strategic priorities for Transparency International UK. Our fifth objective will ensure our organisation responds nimbly to constantly evolving forms of corruption.

1

**Stop the flow of Dirty Money**

2

**Protect the Public's Resources**

3

**Secure Integrity in Politics**

4

**Drive Integrity in Business**

5

**Incubate New Projects and Partnerships to Tackle Corruption**

## OUR UK PRIORITIES

Our work in the UK will continue to challenge Britain's role in facilitating global corruption, as well as the need to safeguard public services, politics and the private sector in the UK against corruption. Overarching priorities for our UK programmes are:

A deepened engagement across the nations and regions of the UK, and with local government, in order to prevent corruption wherever it occurs; whilst preserving a strong reputation for positive influence and impact at the heart of national government.

Continued research and profiling of money laundering; confronting the role of those that enable it and challenging the systems that should prevent it in the UK, Overseas Territories, Crown Dependencies and in other territories where Britain has influence; working with others to reduce opportunities and increase enforcement.

Providing a leading voice on Anti-Bribery and Corruption in the private sector; educating those in authority on the causes, impact and remediation of standards and practices to reduce corruption in business.



## OUR INTERNATIONAL PRIORITIES

Our international department will make an important contribution to the global Transparency International movement.

We will continue to host well-established sector-specialist global programmes (Global Thematic Network Initiatives, GTNIs) addressing corruption in the global health and defence and security sectors.

We will build on other chapter-to-chapter and global collaboration efforts and, following the subsidiarity principle, seek to leverage our own expertise on other themes for the benefit of the international movement wherever possible:

The purpose of the Defence and Security GTNI is to ensure that defence and security institutions are accountable to their citizens and subject to civilian oversight, and that corruption risks are reduced. Our strategic priorities are to:

- Contribute to better defence governance to reduce corruption risks through institutional reform, improved policy, legislation and effective oversight;
- Ensure that corruption is recognised as a threat to security and peace and contribute to mitigating the role of corruption in driving conflict and insecurity;
- Improve the integrity of private entities active in the defence sector, advocating for their responsibility to reduce corruption risks sector-wide; and
- Highlight and mitigate critical risk factors of corruption in arms control.

The Health GTNI's purpose is to ensure effective, accountable and transparent health systems which reduce room for corruption and increase progress to universal health coverage. Specifically, we will:

- Ensure the process of medical innovation and progress meets improved standards of transparency and accountability, allowing research and development to result in safe, effective and accessible medical technology;
- Globally advocate for transparent procurement processes at all levels of the health sector allowing health system financiers to use transparent procurement data, to improve health outcomes;
- Support healthcare services to increase resilience against corruption; whilst promoting social norms that are less tolerant of corruption;
- Improve government transparency about the quality and performance of health service delivery.

Our Global Standards team will seek to broaden the range of other chapters that we support to hold their governments to account on the implementation of existing or new commitments to tackle corruption at a national level.

As corruption evolves, we must also adapt in order to drive our mission forward.

As such, we identify a fifth strategic objective for Transparency International UK: **to Incubate Projects & Partnerships to Address Unmet Needs in Tackling Corruption.**

To this end we will explore new work in, by way of example, the fields of accountable technology and education, beginning in the UK but offering expertise globally where relevant. In general, we will retain a limited but crucial ability to respond to emerging issues in the corruption landscape. We will support and expand our work through sustained media profile, other targeted communications and engagement, building partnerships, collaborating and developing capability in civil society. This will require ongoing building of a resilient and modern organisation to give us the flexibility to support our goals.



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# STRATEGY DELIVERY: 2021-2023

## Programme Objectives and Priorities

Here we describe how we will achieve our Strategic Goals and Objectives during the first three years of this strategy.

Detailed annual plans will also be published.

We will periodically review progress, and suitability of objectives, throughout the ten-year strategy period.







1

# STOP THE FLOW OF DIRTY MONEY



## IN THE UK

### We will Advance Policy by...

Researching and explaining how and where corrupt wealth is laundered into the UK economy and financial system, developing practical policy responses to UK money laundering.

Investigating enforcement practices, identifying obstacles to achieving enforcement against corruption offences, measuring those which have worked in pursuing the corrupt.

### We will Improve Practice by...

Increasing the pressure to pursue cases of corruption and unexplained wealth, ensuring illicit assets recovered by law enforcement agencies are returned and protected.

Helping to strengthen anti-money laundering defences through regulation and supervision, and in law enforcement agencies, whilst helping the private sector to meet good practice standards on countering economic crime.

Developing channels for investigative journalists, civil society and individuals to contribute to anti-corruption cases and to participate in oversight of anti-corruption agencies.

### We will Promote Change by...

Developing international collaborations and local partnerships with journalists and campaign groups to explain how and where corrupt wealth is laundered into the UK economy and financial system.

Advocating for active enforcement of anti-money laundering rules and anti-corruption laws and improvements to them, to pursue, recover, safeguard and return the proceeds of corruption laundered through the UK and territories where it has influence.

## INTERNATIONALLY

### We will Advance Policy...

#### Across the globe by...

Supporting an increasing number of partners and Transparency International chapters in other countries to improve company beneficial ownership transparency, and illicit asset recovery.

#### In Defence and Security by...

Researching and proposing policy solutions to the links between dirty money, illicit financial flows and illicit funding of non-state armed groups.

### We will Improve Practice...

#### Across the globe by...

Supporting partners by providing practical guidance to strengthen standards to tackle dirty money, ensure proper adaptation of international guidelines to national contexts.

Identifying obstacles to achieving enforcement against corruption offences in partner countries; monitoring which initiatives have worked in prosecutions and protect victims and whistle-blowers.

#### In Defence and Security by...

Promoting the use of corruption risk mitigation measures in both supplier and destination countries for the defence sector.

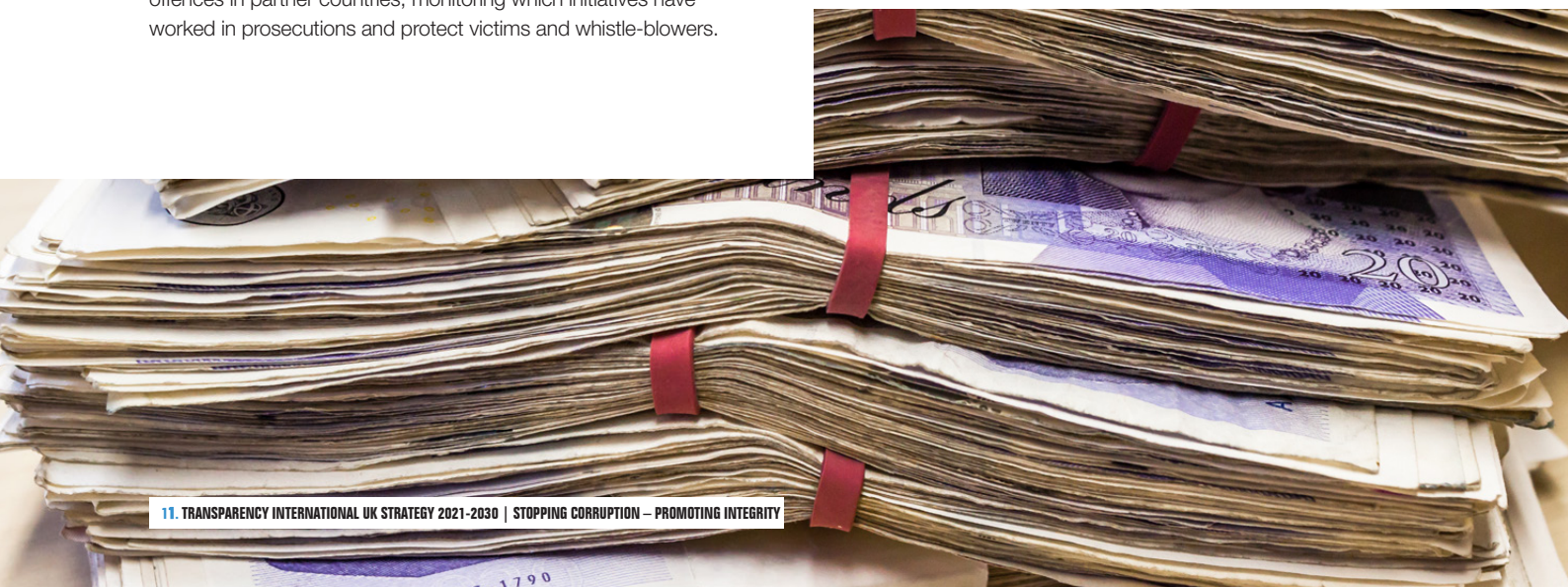
### We will Promote Change...

#### Across the globe by...

Supporting international collaboration between public, private, civil society partners and specialised organisations, and at international fora such as the G7, G20 and B20 to tackle dirty money.

#### In Defence and Security by...

Highlighting illicit financial flows risks in regionalised studies and indices into defence governance.







2

**PROTECT  
THE PUBLIC'S  
RESOURCES**



## IN THE UK

### We will Advance Policy by...

Investigating undue influence over public policy, public contracting and development control to identify systemic risks or where decisions have been made to suit private interests, over the common good.

Advocating for a UK Aid policy that ensures transparency and accountability of Official Development Assistance spending, leading to aid provision that supports integrity and transparency.

### We will Improve Practice by...

Guiding and empowering public bodies nationally, in devolved administrations and in local government to meet and enforce good practice standards on access to information, managing conflicts of interests, and open public contracting.

Ensuring robust anti-corruption monitoring and review processes are adopted by UK and UK-based global companies to ensure they do not contribute to global corruption.

Supporting oversight of UK aid programmes so they are designed to explicitly tackle corruption across key areas such as governance, stabilisation, health and education.

### We will Promote Change by...

Collaborating with journalists to facilitate use of available data on public spending decisions and declarations of private interests.

## INTERNATIONALLY

### We will Advance Policy...

#### Across the Globe by...

Supporting an increasing number of partners and TI chapters in other countries to monitor the implementation of established anti-corruption standards in public sector transparency to reduce undue influence over public policy and spending.

#### In Health by...

Seeking improvements to the policies of multilateral institutions and national governments to better protect against corruption risks in health systems; the development of safe and effective medical technology; procurement; researching the role of targeted anti-corruption measures in health-service delivery.

#### In Defence and Security by...

Producing evidence-based analysis and tools on the most salient issues related to corruption and defence governance and advocating for inclusion of defence governance in global and regional instruments and bodies that influence anti-corruption norms.

Undertaking investigative research on instances of corruption in the arms trade, as conducted by states and global governance entities.

### We will Improve Practice...

#### Across the globe by...

Supporting partners to promote global best practice in access to information, managing conflicts of interests and open contracting.

#### In Defence and Security by...

Working with national and regional partners to support inclusive forums and collaborative governance arrangements in civilian oversight processes.

Promoting good practice in corruption risk mitigation in global, regional, and national business standards and government oversight of outsourced defence functions in conflict and security, peacebuilding, security sector reform, and military operations.

### We will Promote Change...

#### Across the globe by...

Building partnerships, international and local collaborations in the public and private sectors, with journalists and campaign groups, to facilitate the use of available data on public spending decisions, development assistance and declarations of private interests. We will work with partners to educate key audiences on the importance of established anti-corruption standards.

#### In Health by...

Influencing global and national implementation of Universal Health Coverage and other health-related targets under Sustainable Development Goal 3 by ensuring due attention to corruption risk, and working with partners to educate key stakeholders on corruption risk mitigation in health procurement.

#### In Defence and Security by...

Building coalitions for change that can sustain reforms. Working closely with the Transparency International movement and other key actors to create opportunities for influence to impact corruption mitigation and reduction in the defence sector.

In cooperation with partners in the arms control sphere, review practices of national governments and defence deals to identify gaps in implementation of arms controls legislation, corruption risk mitigation practices and obstacles to accountability. Outreach to humanitarian, human rights and other civil society organisations to include anti-corruption principles in their campaigns.





**3**

**SECURE  
INTEGRITY  
IN POLITICS**



## IN THE UK

### We will Advance Policy by...

Identifying emerging and increasing threats to political integrity; developing expert solutions to address them, including learning from colleagues within the wider movement.

Providing advisory and investigative support to journalists, watchdogs and wider civil society on issues surrounding corruption in politics.

### We will Improve Practice by...

Advocating for evidence-based policy solutions to remove the corrupting influence of big money from UK politics, in campaign finance, lobbying or the use of the 'revolving door'.

Guiding and empowering regulators and standards bodies to devise responses to gaps in rules and challenges to enforcing them.

Scoping a transparency index or similar tool focused on external lobbying bodies: agencies, industry associations, consultants, law firms.

### We will Promote Change by...

Supporting or devising measures to increase the individual and political reputational risk of a lack of integrity in the conduct of those in public office.

Building partnerships, collaborations with journalists and campaign groups to facilitate impactful use of available data on the corrupting effect of big money in UK politics.

Advising and supporting companies to improve the integrity of their Corporate Political Engagement; reinforcing established best practice.



## INTERNATIONALLY

### We will Advance Policy...

#### Across the globe by...

Supporting an increasing number of partners and Transparency International chapters in other countries to drive public sector transparency for political integrity.

#### In Health by...

Producing evidence of health benefits to incentivise and encourage transparency and integrity within the Research and Development sector.

#### In Defence and Security by...

Producing evidence-based analysis and resources on corruption as a factor exacerbating crisis and conflict situations and its links to political integrity.

### We will Improve Practice...

#### Across the globe by...

Working through partners to support national regulators and standards bodies to devise responses to gaps in systems for securing integrity in public office.

#### In Health by...

With partners, promoting best practice by synthesising and analysing research and development data through an anti-corruption, transparency and integrity lens.

#### In Defence and Security by...

Working with a range of actors and organisations (e.g. NATO, the UN, the EU, ECOWAS, the AU) to advocate for, support, and provide technical advice on anti-corruption approaches in military operations.

### We will Promote Change...

#### Across the globe by...

Harnessing the potential of civil society in the countries we work with to speak powerfully together on anti-corruption and promoting integrity.

#### In Health by...

Promoting Clinical Trial Transparency Indexing tools to ensure decision-making by regulators, governments and funders in health research and development serves the common good.

#### In Defence and Security by...

Collaborating with a range of stakeholders, policymakers and decision-makers (governments, Transparency International chapters, International Non-Governmental Organisations, militaries, security forces) to directly address the issue of corruption and abuse of power in conflict and crisis settings.



# 4 DRIVE INTEGRITY IN BUSINESS





## IN THE UK

### We will Advance Policy by...

Developing evidence-based thought leadership on the latest trends, opportunities and gaps in private sector Anti-Bribery and Corruption efforts.

Investigating the effectiveness of Anti-Bribery laws and regulations; gathering evidence of the need for specific laws requiring corporate due diligence and non-financial reporting.

Proposing and securing improvements in UK Bribery Act guidance and UK company 'adequate procedures' requirements.

### We will Improve Practice by...

Providing the leading cross-sector Anti-Bribery and Corruption expert forum and practitioner community for the UK's major businesses.

Mainstreaming tools for Benchmarking of corporate compliance and integrity programmes along with established Open Business principles as disclosures for corporate political engagement; conceiving new tools and approaches to address unmet needs identified by research.

Ensuring UK legislation and finance systems incorporate suitable corporate due diligence and non-financial reporting laws and practices to prevent corruption and advance integrity in business.

Seeking a leading role in UK efforts on 'exporting with integrity', especially for SMEs trading in new markets.

### We will Promote Change by...

Working with business to ensure that future senior executives understand business integrity and their responsibilities, that Board members are pushing for greater transparency in their companies and that investors push for greater corporate disclosure on corruption prevention.

Increasing Business Integrity Forum and other events in the nations and regions of the UK.

Building strong relationships with investors, professional services, trade associations and business membership organisations to encourage their promotion and adoption of transparency and business integrity principles for their companies, members, investees and clients.

Seeking opportunities to work with private sector partners on innovative new tools and approaches.



## INTERNATIONALLY

### We will Advance Policy...

#### Across the globe by...

Investigating the challenges faced by UK companies, especially Small and Medium sized Enterprises, in exporting to countries with higher corruption risks.

#### In Health by...

Monitoring key developments and synthesising data and research, to identify 'red flags' which inform policy recommendations on research and development.

#### In Defence and Security by...

Undertaking investigative research on private sector actors in defence and security to drive policy change in key areas such as the use of intermediaries, or private sector military companies.

### We will Improve Practice...

#### Across the globe by...

Supporting Transparency International chapters around the world to provide multinational businesses in their jurisdictions with tools to compare themselves against other global businesses.

#### In Health by...

Developing new standards of transparency and integrity for research institutions and pharmaceutical companies.

#### In Defence and Security...

Advocating for inclusion of anti-corruption approaches to public-private interaction in the defence and security sector globally; using our Defence Companies Index (DCI) as a powerful advocacy tool.

### We will Promote Change...

#### Across the globe by...

Supporting the Transparency International Movement to develop a way of indexing corporate political engagement at a global level and develop practical guidance and tools to support exporting with integrity to improve compliance with anti-corruption requirements in legislation.

#### In Health by...

Advocating for greater transparency in research and clinical data, research funding, medical technology pricing and patent information.

#### In Defence and Security by...

Engaging with other actors and coalitions which identify transgressions by the private sector. Where relevant, address policy and implementation gaps in tools and guidance.

5

## INCUBATE NEW PROJECTS AND PARTNERSHIPS TO TACKLE CORRUPTION



To adapt and respond to the constantly changing ways in which corruption is undertaken, we will incubate new areas of focus. This will be of value to the UK and the wider Transparency International Movement. We expect to focus initially on the following areas:

## WHOLE OF UK, OVERSEAS TERRITORIES AND CROWN DEPENDENCIES

### We will Advance Policy by...

Investigating the context specific corruption risks in politics and the public sector in the nations and regions of the UK.

Providing a centre of expertise on the role of corporate networks and legal entities in territories and jurisdictions and where there is an unmet need.

### We will Improve Practice by...

Devising policy recommendations and advocacy plans specific to identified corruption prevention needs in the nations and regions of the UK.

Delivering coordinated, partnership approaches to advocacy on further reforms for the territories and jurisdictions where Britain has influence.

### We will promote change by...

Building partnerships and presence with complementary civil society groups in the nations and regions of the UK.

Engaging the public with targeted communications and partnering with other UK organisations and initiatives to create public pressure on critical issues for the prevention of corruption and the promotion of integrity.

Fostering a network of activists, campaigners and civil society leaders across the territories and jurisdictions where Britain has influence to advance a shared transparency and anti-corruption agenda.

## TECHNOLOGY AND CORRUPTION

### We will Advance Policy by...

Resourcing and commissioning formative research into corruption and integrity risks within, and created by, multinational technology and social media companies; initially firms with a large UK presence to leverage global learning.

Researching the opportunities and risks of using Artificial Intelligence (AI) in private sector corruption prevention in the UK and the threats of increased corruption through emerging tools such as digital currencies and payments.

### We will Improve Practice by...

Developing advocacy relationships with multinational technology and social media companies with significant UK headquarters.

Guiding and assisting companies to meet good practice standards in their use of AI to prevent corruption.

### We will promote change by...

Partnering with other UK organisations engaged in the field of accountable technology.

Supporting the TI-Secretariat, or coalitions of chapters in key global technology centres to deliver a coherent advocacy strategy on accountable technology and ethical AI.

## MAXIMISING EXPERTISE AND PARTNERSHIPS

### We will Advance Policy by...

Exploring potential synergies between existing work on Global Health to benefit education procurement and other reforms.

Build on our Government Defence Integrity Index expertise to assess progress in states without Transparency International presence and/or highly restricted civil society.

### We will Improve Practice by...

Adapting tools established under our Global Health programme for piloting in education sectors.

Using pledge tracking tools established under our Global Standards work to support activists in countries lacking free civil society to connect them with global advocacy and leadership.

### We will promote change by...

Working with other national chapters to understand and reduce corruption in education, and to advocate to governments for mirrored reforms in their education sectors.

Working with the global Transparency International Secretariat, to leverage our advocacy and equip civil society in less-free states with the tools to fight corruption with greater impact.

Partnering with other UK organisations and initiatives to create more public pressure on critical issues for the prevention of corruption and promotion of integrity.

# MEASURING OUR IMPACT

To keep focused on the changes that we want to see, and to measure our output in a way that reflects our impact, we will report on outcomes which actually change understanding, opinion, governance or behaviour; clearly identifying our organisational role in achieving these changes.

The table below illustrates the impacts and outcomes that we will seek to identify and measure through this strategy period. Our commitment to better understand our impact, and to learn lessons from our mistakes, is a central component of our overall strategy. For this reason, we will commission the design of a comprehensive Monitoring, Evaluation and Learning framework for the organisation early in the strategy period. In turn, this will inform the development of specific milestones and indicators for each of our programmes aligned to their three year objectives.

Strategic Goal	Impact	Example Outcomes
Advance Policy	Effective policy changes have been identified, proposed, adopted and enacted.	New policy and regulatory recommendations, proposed formally to a relevant authority, policy proposals that become embedded in formal governance structures.
Improve Practice	Good practices are identified, promoted, adopted and sustained. Rules are better enforced.	New best practice recommendations issued for deployment in target organisations, good practices promoted by others for use, new good practices in use. Enforcement actions taken, monitoring of outcomes of past investment.
Promote Change	We have strengthened the anti-corruption movement, across the UK and globally, bringing others into our work and, increasing its profile. We can demonstrate impact and change arising from our three strategic goals.	Positive collaboration outcomes, instances of others championing our cause, positive advocacy for integrity and anti-corruption, recognition of and action to tackle corruption in currently underserved areas. Material instances of rolling back the prevalence of corruption.



# DELIVERING OUR STRATEGY: ORGANISATIONAL PRIORITIES 2021-23

To ensure that our work has as much impact as possible, we have four priorities to ensure we are in the strongest position to meet our strategic goals:

▶	<b>Strengthen our contribution to the TI Movement</b>	▶	<b>Deliver cost effective, sustainable funding</b>
▶	<b>Scale, innovate and incubate</b>	▶	<b>Provide our people with employment of choice</b>

Priority	Description
<b>Strengthen our contribution to the TI Movement</b>	<p>Through our existing Global Thematic Network Initiatives and other forms of collaboration we will foster ways of working that:</p> <ul style="list-style-type: none"> <li>• Build effective partnerships and delivery at the national level.</li> <li>• Support the TI-Secretariat.</li> <li>• Amplify the challenges presented by corruption, trends and opportunities to our supporter base.</li> </ul>
<b>Scale, innovate and incubate</b>	<ul style="list-style-type: none"> <li>• We will establish a presence in the nations and regions of the UK to meet needs arising from the evolving patterns of governance. Initially prioritising Scotland, we will invest time and resources to support research, partnerships, advocacy and fundraising to build capacity to respond to particular opportunities and challenges.</li> <li>• Our ways of working will promote innovation, encourage learning from failures, and respond to the opportunities arising from the changing corruption landscape.</li> <li>• Where most effective, we will identify new partners to take over work we have incubated in order to provide the bandwidth to incubate new ideas and areas of focus.</li> <li>• All will be supported with a sustained increase in targeted communications aimed at engaging the public, partners and decision makers.</li> </ul>
<b>Deliver cost effective, sustainable funding</b>	<ul style="list-style-type: none"> <li>• Our centralised shared services will be structured to deliver value for money and allow for scaling our work across the UK and internationally.</li> <li>• Fundraising efforts will be bolstered to provide a diverse range of income generation opportunities with programme leaders accountable for sustainable multi-year delivery.</li> <li>• We will seek to generate £20m of gross new income to support our work from all sources by 2023; ensuring all programmes and initiatives benefit from significant donor diversity.</li> </ul>
<b>Provide our people with employment of choice</b>	<ul style="list-style-type: none"> <li>• We will provide a diverse team of colleagues with the support, learning and encouragement to contribute to their fullest whilst working for us and offer reward packages that are fair &amp; equitable.</li> <li>• We will engage employees, secondees, consultants and volunteers to enrich organisational capacity and diversity.</li> <li>• We will promote ways of acting on feedback and ideas and ensure that wellbeing is supported.</li> <li>• We will evolve our ways of working so that we deliver the benefits and flexibility that working remotely can provide whilst ensuring we come together to gain the best from effective collaboration.</li> </ul>





## ETHICAL AND ACCOUNTABLE

Across the Transparency International Movement we are striving for the highest standards of transparency, integrity and accountability. These values and behaviour are promoted and recognised across our organisation. We will do all we can to ensure equality of opportunity and to prevent any kind of discrimination on the basis of race, gender or religion.

We will continue to safeguard all colleagues and stakeholders through our systems for reporting and resolving issues, as well as ensuring we have a culture where people have the confidence to speak-up.



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# FURTHER INFORMATION & ACKNOWLEDGEMENTS

## WHAT IS TRANSPARENCY INTERNATIONAL UK?

Transparency International UK was established in 1994 and became a registered charity in 2006. Its primary charitable objectives are the relief of poverty, suffering and distress caused directly or indirectly by corruption and the promotion for the public benefit of ethical standards and compliance with the law by the public and private sectors.

It is an accredited national chapter of the global movement, Transparency International (TI), incorporated in Berlin. National chapters lead the work of TI in their country and participate in regional and international work. The membership base of each national chapter differs in size; here in the UK our members are an important part of our chapter's governance. Strategic governance is provided by our Board of Trustees.

Our chapter hosts two Transparency International Global Thematic Network Initiatives (GTNIs): one is focused on Defence and Security and the other on Health. Whilst operating as integral parts of the structure of the host national chapter, GTNIs are globally focussed programmes, shaped by their innovative approaches and ambition to deliver global impact in their defined thematic areas.

To find out more visit [transparency.org.uk/who-we-are](https://transparency.org.uk/who-we-are)

## ACKNOWLEDGEMENTS AND HOW TO SUPPORT US

Thank you to the many individuals who have contributed to the development of this strategy through workshops and consultations, including donors, private sector partners, Transparency International UK members, volunteers and employees.

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