

2021/22 ANNUAL PLAN

Board Approved 23 February 2021

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 is critical to international security, health and development.

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

This Annual Plan is the first under our 2021-2030 Strategy, 'Stopping Corruption – Promoting Integrity'.

This year, we will deepen our programme of work across the public sector, political sphere and private sectors of the UK. In parallel, we will continue to lead influential global programming for the wider Transparency International movement focussed on corruption prevention in Global Health, Defence & Security and in supporting partners to drive anti-corruption standards in other countries. Our work will pursue success under the three strategic goals set out below, and will focus on a series of programme objectives described in the sections that follow.

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

Strategic Goals

We Advance Policy:

Use research, evidence & advocacy to drive the use and improvement of law, regulations, 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.

2021-22 CONTEXT

Emerging from the Covid-19 pandemic response, and years of negotiating a new relationship with the European Union, British institutions of democratic governance are visibly strained, and concerns about standards in public life widely voiced.

Business faces heightened risks as the focus of trade shifts to emerging markets, where public sector corruption is known to be higher than in the EU. In a world where those hostile to British interests are known to practise corruption as statecraft, lax attitudes to billions of pounds of illicit financial flows impacting the UK economy risk leaving the door ajar to threats to our security too.

Shaping an independent identity on the international stage, Global Britain has a small window of opportunity to claim leadership as a trusted place to do business with integrity, and to earn the favour of allies seeking to bring about stability, security and democracy in an increasingly contested world order.

The Union itself is also under strain; the Brexit process having left Northern Ireland with a complex settlement in between its EU and Great British neighbours. In Scotland, calls for a second independence referendum grow ever louder. The response to Covid-19 has often witnessed conflicting arrangements between the four nations of the UK. A similarly fragmented approach to addressing domestic and global corruption must be avoided.

Worldwide, the pandemic has raised awareness of corruption risks across global health. The need for effective health systems is understood now more than ever. Whilst vaccination programmes are currently being started, and the end of the pandemic is in sight, it is clear its impact will continue to increase pressure on health systems to be efficient and effective.

As the world builds back from the pandemic, we will seek to use this opportunity to embed greater transparency into national health systems, and ensure that global health organisations, including key multilaterals such as the WHO and the World Bank, champion transparency, and embed it into their strategies, and approaches.

The pandemic also has direct relevance to the Defence and Security sector given that military actors around the world have been deployed by governments in response. The broader context is characterised by the speed and scale of global change and

the interconnectedness of the issues we face. The defence and security sector intersects directly with this new reality. Corruption has significant implications for citizens' peace and security, exacerbating situations of conflict and crisis and undermining attempts to establish peace and security. In the coming year, we will lay the foundations for the next decade of work, leveraging our research and analysis to convince those in positions of power to take action to reduce corruption risks in defence governance. We will promote ways of mitigating corruption in situations of crisis and conflict. We will also push the private sector and the arms trade system to tackle defence sector corruption.

The year ahead will also be marked by a series of significant international summits. Britain holds the Presidency of the G7 and will host the COP26 Climate Summit in Glasgow. Across the Atlantic, the new Biden administration has put corruption at the centre of a foreign policy agenda to be tackled with a planned Summit for Democracy. To a varying extent, all represent important moments to reinforce global commitments and standards in the battle against corruption, and to ensure the gains that have been made, often with Transparency International's support, in many countries are not lost.

2021-22 PROGRAMME GOALS AND PRIORITY WORK-STREAMS

Our overall strategy, and therefore this annual plan, is guided by the ten-year objectives of the global Transparency International movement. The first four of our annual programme objectives, below, have been selected from those movement-wide priorities. The fifth objective is specific to our UK chapter, and represents the first year of advancing additional work under our new strategy:

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 Projects & Partnerships to Address Unmet Needs in Tackling Corruption

To make progress against these objectives, our UK programmes will continue to address both corruption in the UK and the UK's contribution to corruption around the world. Priorities for 2021/22 include:

- Reform of UK company registries, better supervision of anti-money laundering defences, and transparency of UK property ownership by overseas companies.
- Seeking stronger public procurement rules and restoring controls in place prior to the pandemic response.
- Strengthening the institutional defences against corruption risks in public life, including progressing a new offence of corruption in public office.
- Enhancing practice in corporate anti-corruption programmes through new insights into measuring effectiveness and the contribution of values to company compliance.
- Under our fifth objective, we will scope work in the following areas, domestically and internationally:
 - Assessing the context-specific challenges and opportunities for delivering our mission in the four nations of the UK; focussing on Scotland in 2021/22.
 - Exploring how we can leverage our knowledge of illicit finance and money laundering to provide specialist support to banking and professional services to address the risks.
 - Scoping and resourcing work to support UK Small and Medium Sized Enterprises to export with integrity.
 - Developing support for new work on issues such as accountability of new technologies and the opportunities to leverage the benefits of Artificial Intelligence, working in partnership with other TI chapters wherever possible.

Our international programme teams will focus on the following priorities this year:

In Global Health:

- Working with our partners across the movement to advance a new body of work to address global corruption risks in the delivery of Covid-19 vaccines, especially in Low and Middle Income Countries.
- Stepping up our efforts to have corruption recognised as a mainstream risk to achieving Universal Health Coverage by piloting a Corruption Sensitivity Framework in partner countries.
- Advancing the evidence base on the benefits of greater transparency in the pharmaceutical industry.

In Defence and Security:

- Launching the Government Defence Integrity Index (GDI) 2021 as an international standard for defence governance and building the network of Transparency International chapters that use our research to advance reforms in defence sectors;
- Advocating at major international and regional forums calling for key anticorruption mechanisms to recognise the importance of, and a practical response to, defence sector corruption.
- Progressing our work on corruption and conflict, finalising high-impact research and policy recommendations in the US and leveraging our work on corruption in military operations and corruption in security sector reform processes.

- With a specific focus on high-risk issues, we will use the results of the 2020 Defence Companies Index on Anti-Corruption and Corporate Transparency (DCI) and our ongoing work in the US to identify opportunities to engage with investors, government stakeholders and procurement officials to demand high transparency standards of the private sector.
- Engaging with the 7th Conference of States Parties (CSP7) of the Arms Trade Treaty Corruption to ensure that corruption is taken into account.

With other partner chapters:

- Working to secure the gains of recent years in securing national Anti-Corruption Strategies, Victim and Witness Protection and Asset Recovery laws among the chapters we have supported;
- Continuing to work with selected chapters to support their campaigns on Beneficial Ownership Transparency, Asset Recovery and Whistle-blower Protection; and
- Seeking to leverage learning from the 2016 London Anti-Corruption Summit (the last of its kind) into forthcoming international events such as the UK's G7 Presidency and US Summit for Democracy.

Detailed work plans for each team, with measurable results and anticipated outcomes are contained in an Annex to this document.

ORGANISATIONAL PRIORITIES

In addition to our Programme Objectives, we have four Organisational Priorities in our ten-year strategy to ensure the resilience and fitness or purpose of our organisation:

1. Strengthen our contribution to the TI Movement.
2. Deliver cost effective, sustainable funding.
3. Provide our people with employment of choice.
4. Scale, innovate and incubate.

During 2021/22, we will prioritise the following:

- Working with colleagues in the TI-Secretariat in Berlin on a governance review of global programming, whilst also strengthening the collective value and leadership of TI-UK's international programmes.
- Sustaining a significant increase in our media exposure enjoyed in 2020/21, with renewed focus on diversity of channels and increased use of audio-visual and powerful graphic design on our social media channels; whilst ensuring each major programme area has a tailored communications strategy.
- Launching a cross-organisation approach to Monitoring, Evaluation & Learning and core research methods to investigate impact.
- Securing at least £9.5m of programme funding for subsequent financial years.
- Promoting values-based matrix working, fully implementing our Race at Work action plan, introducing wellbeing at work focus weeks and ascertaining the most effective blended-working arrangements for the future.

Detailed plans and targets for our Organisational Priorities are contained in a separate Annex to this document.

FINANCIAL OVERVIEW

Total income for the year is forecast to be in a range of £3.5-£6.4 million, a likely decrease compared to the prior year. Of the forecast income, up to £1.4 million is anticipated to be unrestricted in nature, with the remainder received under restricted programme funding agreements. The reduction in income had been anticipated for some time as a result of the natural conclusion of a number of long-running programme grant agreements at the end of 2020/21. The process of securing replacement programme funding has been hampered in the prior year by the economic impact of Covid-19, in particular heavy reductions to the British government's international development budget. Nevertheless, a strong pipeline of future funding now exists with subsequent years from 2022/23 showing strong growth trajectory. Planned programme expenditure is broadly aligned with prior years.

RISK MANAGEMENT

TI-UK's top risks are reviewed alongside the process of creating the annual budget. It should be noted that there may be a risk in an individual programme that is significant for the entire organisation, an aggregation of similar risks from within the programmes that, when grouped together, represent a high organisational risk, or an organisational level risk that does not feature in any specific programme's section of the risk register. The Senior Leadership team regularly reviews the risk register, identifying appropriate mitigation steps and associated timelines. The top ten organisational risks at present are:

- Strategy delivery
- Employee turnover/well being
- Safeguarding (ensuring uniform approach)
- Security (particularly for international programmes)
- Finance
- Funding (including as a result of economic uncertainty arising from the pandemic)
- Programme funding cycles
- Legal risk
- Donor compliance
- (Demonstrating impact of our work to) External stakeholders.