

2022/23 ANNUAL PLAN

Board Approved 22 February 2022

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, 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 second 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 focused 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.

2022-23 CONTEXT

“Democracy dies in darkness” is the daily banner on the Washington Post. Last year certainly brought a realisation that democracy is fragile, and that corruption, far from being a contained nuisance, has consequences which challenge democracies worldwide.

The first of two summits for democracy hosted by President Biden in the US set in train a planned ‘year of action’ for 100 participating countries including the United Kingdom. 2022 could be make-or-break for Britain’s credibility in the global fight against corruption.

Growing international tensions, the war in Ukraine, and increasing strategic competition between the world’s two largest economies, China and the USA, all focus attention on the commercial and financial interests of autocratic and kleptocratic regimes in Western capitals. Often proposed, targeted sanctions may be the policy response of choice in London, but to restrain a target’s assets you have to know where they are. ‘You can’t sanction what you can’t see’.

Whilst the UK now has an Economic Crime Act, hurriedly enacted in response to the situation in Ukraine, it contains many loopholes that need to be addressed in the coming year: stronger measures to stop the abuse of UK registered companies, proper resources for enforcement of new legislation and increased diplomatic pressure on Britain’s Overseas Territories to dismantle their secrecy regimes.

Environmental, social and governance issues are a growing concern for increasingly accountable businesses, as a focus on ‘purpose’ makes its way to the boardroom. Impact investors have growing assets under management and will want to make sure that their investees’ claims are neither greenwashed nor undermined by inadequate controls to prevent corruption.

With many in the Global North having received a full course of vaccination against COVID-19 in 2021, governments are increasingly moving to end restrictions, and move back to life as ‘normal’. However, the rollout is far from complete, with opacity, and onerous confidentiality clauses in contracts having played a part in preventing equitable global access to vaccines. 2022 will be a key year in ensuring that equitable vaccine coverage is achieved, and lessons on the impact of corruption during the

pandemic are learnt. Proposals by World Health Organisation member states to develop a ‘pandemic preparedness treaty’ in 2022 provide a key opportunity to build greater safeguards, as do the ongoing preparations for the 2023 UN high-level meeting on the Sustainable Development Goals. The pandemic has heightened interest in the role of the private sector, in both the development and distribution of medical supplies. Transparency in research and development, and procurement of both COVID-19 vaccines and therapeutics, as well as other drugs, remains crucial if we are to ensure better global health equity.

Russia’s invasion of Ukraine follows the earlier collapse of the Afghan government and military at the point of withdrawal of international forces in August 2021. The disordered end to NATO’s presence in Afghanistan will not have gone unnoticed by the Kremlin. It remains to be seen how it may embolden non-state armed actors in other regions, such as in the Sahel and East and Central Africa. In Mali, the relationship between the military junta and France has deteriorated to the extent that it raises question marks over the future of the European counterterrorism task force at the same time as Russian mercenaries from the notorious Wagner Group have been contracted by the Malian Government. Nor is it known what lessons China will take from the war in Ukraine in relation to the South China Sea and Taiwan. Regardless, military operations, arms exports and security sector assistance look set to increase within a context, well documented by our Government Defence Integrity Index (GDI), of a lack of transparency, weak oversight and high corruption risks.

2022-23 PROGRAMME GOALS AND PRIORITY WORK-STREAMS

Our overall strategy and annual plan are 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 2022/23 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 securing accountability for COVID-19 contracting; for example, through its inclusion within the scope of the forthcoming public inquiry.
- Strengthening the institutional defences against corruption risks in public life, including greater transparency over lobbying and more meaningful oversight of ethical standards.
- Enhancing practice in corporate anti-corruption programmes through new insights into impact investing and the interplay of corruption, human rights risks and environmental (ESG) risks.
- Building on network and gap analysis in Scotland to explore how we might best increase TI-UK's presence in other devolved administrations or metro regions.

Under our fifth objective, we will scope work in the following areas, domestically and internationally:

- Consolidating emerging opportunities to use technology to support our mission, working with partner chapters and others to identify clear opportunities for impact.
- Aligning new Global Health public-service delivery work in Sub-Saharan Africa with parallel initiatives to reduce corruption in education.

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

In Global Health:

- Building upon the lessons learned from COVID-19 to ensure that transparency and accountability are given due consideration by global health actors in both pandemic recovery and in preparations for future pandemics.
- Deepen the knowledge base on the systemic drivers of corruption at the point of service delivery. Develop approaches to tackle those drivers of corruption at the point of service delivery.
- Deepen our approaches to transparency within health resource allocation processes, and work with partners to scale up approaches to improving transparency in planning, budgeting and procurement.
- Advance the knowledge base on the risk of regulatory capture by the pharmaceutical industry.

In Defence and Security:

- Delivering a programme of work on corruption, conflict and human security including further developing our work on anti-corruption in military operations.
- Developing robust, nationally led bodies of work with four national chapters in North and West Africa including two countries in the Sahel.

- Building on the launch of the GDI 2020 to engage key stakeholders on the risk corruption poses to security and the key role of the defence sector within this to promote findings and research uptake.
- Advancing the knowledge base for an increase in transparency in arms exports from the USA to the Middle East. Scoping out opportunities to develop a body of partnership work in one other region.
- Defining the next generation of Transparency International Defence and Security work as it relates to the private sector.

With other partner chapters:

- Continue to work to develop the capacity of our partners to hold governments to account on issues such as beneficial ownership, and procurement transparency.
- Working with TI chapters to develop mutually beneficial partnerships.

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 2022/23, we will prioritise the following:

- Continuing to work with colleagues in the TI-Secretariat in Berlin on a governance review of global programming, whilst also strengthening the movement-wide value and leadership of TI-UK's international programmes.
- Sustaining the step-change made in media exposure and relationships over 2021/22, with a focus on building strategically important engagement for programmes and TI-UK as a whole. Driven by audience-focused objectives this will cover traditional media, social media and events.
- Continue to embed a consistent cross-organisational approach to Monitoring, Evaluation and Learning, supporting our people to identify what works in delivering impact, and building TI-UK's knowledge management.
- Continuing to diversify and strengthen our income pipeline, securing at least £6.59m in multi-year fundraised income for programmes and securing or establishing the pipeline for £2.375m private sector income. Additionally, we will establish the potential for a new major gifts/individual donor income stream.
- Promoting a high trust culture where blended working delivers a collaborative, engaging and learning culture. Colleagues are confident and have access to the tools to Speak Up and our approach to diversity and inclusion challenges our programmatic and organisational assumptions particularly on gender and ethnicity.

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 £4.370 million, an increase from the prior year. Of this, £866k is anticipated to be unrestricted in nature, with the remainder received under restricted programme funding agreements.

The level of secured funding in place as we enter the financial year is 66 per cent and higher than the previous year with negotiations for the remaining funds well progressed. Planned programme expenditure is broadly aligned with prior years and with our international programmes supporting the wider policy and practice work of the movement.

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/blended working
- Safeguarding (ensuring uniform approach)
- Security (particularly for international programmes)
- Finance (particularly funding shared services from restricted grant recoveries & unrestricted)
- Funding
- Programme funding cycles
- Legal litigation
- Donor compliance
- (Demonstrating impact of our work to) External stakeholders.