TRANSPARENCY INTERNATIONAL UK

fighting corruption worldwide

STOPPING CORRUPTION PROMOTING INTEGRITY

Transparency International UK's Strategy to 2030

INTRODUCTION

We are Transparency International UK.

We are part of the global Transparency International movement.

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.

Corruption is the abuse of entrusted power for private gain. It causes immeasurable harm and suffering the world over:

- lives lost in conflict, such as the war in Ukraine initiated by a corrupt regime
- death and injury from collapsed unsafe buildings where bribes are paid to flout safety rules
- patients unable to access the medical care they need because of corrupt contracts for useless equipment or the theft of resources and state funds
- public policy distorted by those who seek to buy the loyalty of politicians
- trust in democracy eroded by failures of integrity and political corruption among those trusted with public service
- communities overlooked for decades by local decision-makers who are captured by vested interests

Globally, corruption is a major obstacle to achieving all of the UN Sustainable Development Goals (SDGs). It weakens government, hampers economic sustainability and exacerbates social inequality, poverty, division, conflict and crises.

Since 1994, Transparency International UK has worked with the UK and devolved governments, parliamentarians, civil society and the business community to play a critical role in tackling corruption at home, addressing the UK's global corruption footprint, and helping multinational companies prevent corruption by guiding them towards robust anti-corruption and integrity measures in their operations and sustainability strategies. We are also the movement host to two major Transparency International global programmes (Defence and Security, and Global Health) in tackling corruption in those sectors on behalf of the wider Transparency International coalition.

Our approach considers the diverse impacts of corruption on factors such as gender, race, socioeconomic status and others, ensuring our solutions are tailored to the specific challenges faced by different groups.

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

This has resulted in significant progress in stopping corruption, promoting integrity and holding power to account.

In the UK:

- We secured two landmark laws in 2022 and 2023 to tackle dirty money, the proceeds of corruption, in the UK economy following our seven-year campaign that was underpinned by rigorous research.

- We led the campaign that created the groundbreaking UK Bribery Act, still regarded as one of the strongest pieces of international anti-corruption legislation.

- New rules governing MPs' second jobs and improved transparency over their financial interests were introduced in 2023, banning Westminster politicians from accepting cash for lobbying services in response to our expert evidence and ongoing campaign to increase integrity in politics.

- We conducted an authoritative investigation into the UK government's first 1,000 Covid-19 contracts, revealing red flags for possible corruption in £3.7 billion of public spending. This prompted reforms in procurement laws and a specific module in the UK Covid-19 Inquiry.

- Our rigorous benchmarking tools have helped FTSE 100 companies improve their anti-corruption programmes, while our anti-bribery guidance for businesses is used around 3,000 times a year.

Internationally:

Governments and civil society rely on our unique Government Defence Integrity Index (GDI) to work towards promoting transparent and accountable defence institutions which are resilient to corruption. Our global movement's expertise has also been key to building consensus at the UN on the need for tighter regulations of private military and security companies.

Elsewhere, our work with Transparency International partners has contributed to more transparent health contracting and procurement processes, reducing losses to corruption and ensuring better access to healthcare in several countries.

> The world has changed dramatically in the three years since we launched the first phase of our strategy. Our achievements so far in tackling corruption will be the foundation for our work in the next three-year phase to 2027.

CORRUPTION IN CONTEXT

Here in the UK

- In 2023, the UK dropped to its lowest rank and score on Transparency International's respected global Corruption Perceptions Index. The UK now sits at 20th place having been just outside the top 10 in 2021. Increasing concerns about the UK government's approach to corruption along with global perceptions that government contracts were not always awarded on merit and that there were insufficient safeguards to prevent the abuse of high office indicates that urgent action is required to restore public confidence.

- Independent assessments of public trust in politicians show a continuing decline[1]. A string of standards failures at the heart of UK government leave an overwhelming majority of voters favouring stronger rules and more independent oversight of ethics and integrity.

- The UK has had to confront its role as a safe haven for dirty money – money stolen from public resources around the world, which drives poverty by reducing funding for basic needs including sanitation, education and healthcare. In the last three years our work has played a major role in the creation of stronger laws now in place to tackle these ill-gotten gains, but loopholes remain and must be closed. More resources and stronger law enforcement are essential, along with greater transparency in offshore financial centres, to tackle dirty money in the UK once and for all.

- The perception that democracy in the UK is being eroded by a small number of donors with vested interests bankrolling political parties in the UK has become a regular feature of the public discourse. It provokes 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 continue to hit the headlines.

- Our research into local government in England finds a significant number of local councils risk planning decisions being corrupted through lack of effective oversight. Meanwhile, there is growing concern that novel governance structures of various local regeneration initiatives reduce public transparency and increase the potential for corruption.

- There has been insufficient accountability for questionable public spending during the Covid-19 pandemic in the UK and around the world.

Internationally

- In 2023, the UN officially recognised corruption as a barrier to the right of every person to have access to quality health services they need (known as universal healthcare). Yet at least US$560 billion is estimated to be lost to corruption in global health every year, as much as 26 per cent of some country's health budgets, according to the most recent calculations. The figure leaves no doubt as to the scale of money wasted which could have been used to save lives and advance universal health coverage.

- Corruption continues to contribute to instability and conflict worldwide; a key factor in the Russian invasion of Ukraine and civil war in Sudan in addition to other conflicts fuelling more corruption.

- Our GDI finds that 62 per cent of countries assessed have high exposure to critical levels of corruption risk across their defence sectors.

- The abuse of corrupt artificial intelligence for private gain is an emerging threat that our movement must seek to address through novel safeguards.

Left unchecked, the opportunities for corruption will only multiply in the coming years.

1   Institute Public Policy Research, Revealed trust in politicians at lowest level on record. Published on IPPR.ORG & UK Anti-Corruption Coalition, 2024 Polling reports:public perceptions on trust. Published on UKANTICORRUPTIONCOALITION.ORG.

OUR VISION, MISSION AND APPROACH

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

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.

Advance Policy

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

We are politically impartial and led by evidence. We produce groundbreaking and robust publications that expose key corruption issues.

We monitor and respond to emerging issues and developments where existing work and our expertise provide a credible foundation.

Improve Practice

We improve practice through influential, persistent advocacy and proven expertise.

We drive the public and private sectors to change behaviour and attitudes in order to stop corruption.

We equip the public and private sectors with the systems and resources to measure and to improve anti-corruption practice over time.

Promote Change

We engage and mobilise others equipping wider civil society, the media, and the public with our knowledge and resources to collectively hold power to account for the common good.

We work in partnership with other Transparency International chapters allowing the movement to deliver global programmes and research based on principles of subsidiarity.

OUR CORE VALUES

We will act with integrity and value and respect differences, we will work together collaboratively across Transparency International, our global movement and with partners, and we will have the courage to demand better of ourselves and others.

Through our values and positive behaviour, we promote a movement culture that strives for the highest standards of transparency, integrity and accountability.

PROGRAMME OBJECTIVES AND KEY THEMES

Our strategy is informed and guided by the global Transparency International movement's 'Holding Power to Account' framework to 2030. We have selected four of its Key Objectives which best represent the strategic priorities for Transparency International UK over this period:

1	**Stop the flow of Dirty Money**
2	**Protect Public Resources**
3	**Secure Integrity in Politics**
4	**Drive Integrity in Business**

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.

We will conduct high-quality research and investigations that enable us to advocate for evidence-based solutions which advance our mission. We will leverage media partnerships and our increased public profile to increase the opportunity for change and seek to mobilise coalitions within civil society, and partnerships with allies in the private sector who support our objectives.

We will capitalise on opportunities in the devolved nations and regions to advance the strategic aims of Transparency International UK, building on our existing Scottish presence and developing opportunities to work on governance issues in Wales and Northern Ireland.
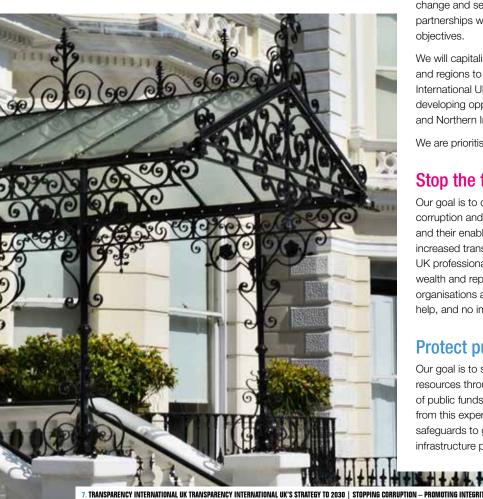
We are prioritising four streams of work over the next three years:

Stop the flow of dirty money

Our goal is to disrupt the UK's facilitation of transnational corruption and see increased accountability for corrupt actors and their enablers by focusing on change in three areas: increased transparency of UK companies and property; ensuring UK professionals no longer enable the corrupt to launder their wealth and reputations, and ensuring corrupt individuals and organisations are held to account. Nowhere to hide, no one to help, and no impunity.

Protect public resources

Our goal is to strengthen the safeguards against abuse of public resources through: securing accountability over the management of public funds during the pandemic, applying lessons learnt from this experience to procurement reforms; and promoting safeguards to governance around major regeneration and public infrastructure projects.

Secure integrity in politics

Our goal is to enhance trust and make politics work for the common good through prioritising three areas: removing big money from politics; lobbying for transparency and political equality; and improving standards in public life.

Drive integrity in business

Our goal is to provide a leading voice on anti-bribery and corruption and integrity in the private sector by helping companies deliver robust and effective anti-corruption programmes; raising the bar in anti-bribery and corruption transparency; and building strategic partnerships to drive and support collective action against corruption in business and society more broadly.

OUR INTERNATIONAL PRIORITIES

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

We will continue to host well-established sector-specialist global programmes 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 our Defence and Security Network is to advance peace and security by reducing corruption in defence and security. Our strategic priority outcomes are:

- understanding corruption as a security threat cemented internationally
- global security benefited through selected countries better factoring corruption into defence, security and arms trade decision-making
- informed and active citizens driving integrity in defence and security

The purpose of our Global Health Network is to achieve universal health coverage (SDG3[2]) by reducing corruption in the health sector. Our strategic priority outcomes are:

- measures taken by governments and global health actors to address corruption in the health sector
- stronger policy environment mitigating corruption risks across the global health supply chain
- chapters and civil society, media and youth and women's networks engaged on reducing corruption in health

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2 UN Sustainable Development Goal 3, Ensure healthy lives and promote well-being for all at all ages. Published on SDGS.UN.ORG.
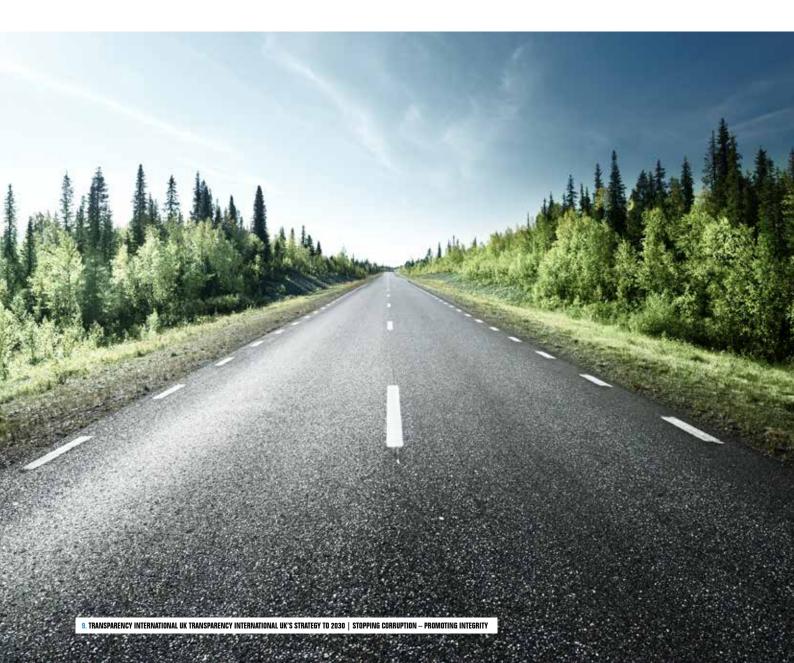
STRATEGY DELIVERY: 2024-2027

PROGRAMME OBJECTIVES AND PRIORITIES

Here we describe how we will achieve our strategic goals and objectives during the next three years of our strategy, 2024-27. Detailed annual plans will also be published.

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

1 STOP THE FLOW OF DIRTY MONEY

Nowhere to hide: effective implementation of recent legislation (the Sanctions and Anti-Money Laundering Act 2018[3], Economic Crime (Transparency and Enforcement) Act 2022[4] and Economic Crime and Corporate Transparency Act 2023[5]), Companies House reforms, and commitments on transparency of trusts, public registers in the British Overseas Territories and improved shareholder information.

No-one to help: transformation of Anti-Money Laundering (AML) supervision, alongside profession-driven change in the culture of enabling, and enhanced intelligence sharing from the regulated sector.

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3 UK Government, Sanctions and Anti-Money Laundering Act 2018. Published on LEGISLATION.GOV.UK.
4 UK Government, Economic Crime (Transparency and Enforcement) Act 2022. Published on LEGISLATION.GOV.UK.
5 UK Government, Economic Crime and Corporate Transparency Act 2023. Published on LEGISLATION.GOV.UK.

No impunity: investigations for both media collaborations and submissions to law enforcement, including demonstrating the use case of the Register of Overseas Entities[6].

International partnerships to tackle illicit finance, and return stolen assets: investigations with Transparency International chapters and other partners, public policy development with Transparency International chapters, and advocacy for the recovery and accountable return of illicit assets.

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6 UK Government, Register of Overseas Entities. Published on GOV.UK

2 PROTECT THE PUBLIC'S RESOURCES

Public procurement: engagement in Covid-19 Inquiries (UK and Scotland), alongside UK Anti-Corruption Coalition partners, to press for lessons to be learned from issues during emergency procurements.

Local regeneration and public infrastructure projects: research into corruption risks in governance of enterprise zones, discretionary support funds, or development corporations.

3 SECURE INTEGRITY IN POLITICS

Money in politics: investigations into questionable sources of political and campaign finance, to evidence need for change to prevent undue influence, stop the sale of peerages or other types of honours or privileges.

Lobbying: advocacy for 'political equality', levelling access to policymakers by opening-up secretive lobbying, and pressing for a comprehensive lobbying register. Adopting a 'harms-based' approach to lobbying themes, for example, focusing on climate, health, housing and others.

Standards in public life: with civil society and key business partners, promotion of the Nolan principles[7] (outlining the standards for public life), and strengthened regulation of these standards, potentially through a new Ethics and Integrity Commission and tighter controls on MPs' second jobs or abuse of the 'revolving door'.

7 UK Government, The 7 Principles of Public Life. Published on GOV.UK

4 DRIVE INTEGRITY IN BUSINESS

Business integrity forum: providing the UK's leading cross-sector anti-bribery and corruption expert forum and practitioner community.

Corporate anti-corruption benchmark: mainstreaming tools for benchmarking corporate compliance and integrity programmes.

Strategic partnerships: building strong relationships with businesses, investors, professional services, trade associations and business membership organisations to encourage promotion of transparency and business integrity principles for their companies, members, investees and clients.

Research: developing and leveraging evidence-based research on the latest trends, opportunities and gaps in private sector anti-bribery and corruption and transparency efforts.

5 IN DEFENCE AND SECURITY

As host chapter we convene and support chapters and civil society, conduct research and advocacy, and act as a centre of excellence to deliver the Government Defence Integrity Index (GDI).

The Defence and Security programme will pursue the following outcomes:

Understanding of corruption as a security threat cemented internationally

- International norm on corruption as a security level threat established at UN level within 10 years.
- UN and EU security sector reform frameworks incorporate anti-corruption measures.
- GDI embedded in a multilateral organisation.

Global security benefited through selected countries better factoring corruption into defence, security and arms trade decision-making

- Three countries embed anti-corruption/GDI in specific defence and security policies and practice.
- Corruption controls (drawing on GDI as an important dataset) integrated into arms exports frameworks such as the US, UK and EU Common Position, mitigating arms trade corruption and misuse in exporters, agents/enablers, and importers.

Informed and active citizens driving integrity in defence and security

- Greater integrity in defence and security achieved through Transparency International chapters and civil society in 10 countries campaigning in line with national priorities.
- Greater civic accountability in five countries enabled through improved access to defence information.
- Increased public awareness and engagement in three countries in topics of defence company undue influence on defence and security policy.

6 IN GLOBAL HEALTH

As host chapter and centre of excellence we combine our knowledge of how health systems work with anti-corruption research, tools and approaches to build resilient, sustainable health systems working with other Transparency International chapters, civil society, funders, private sector, media and youth networks.

The Global Health programme will pursue the following outcomes:

Measures taken by governments and global health actors to address corruption in the health sector

- At least 10 countries/UN bodies embed anti-corruption into health systems resilience frameworks, programmes and policies.

- Anti-corruption in health included as a priority agenda for at least four funders.
- Anti-corruption measures incorporated into a least two health emergency preparedness and health financing frameworks.

Stronger policy environment mitigating corruption risks across the global health supply chain

- At least five governments and 10 civil society organisation's utilise Transparency International-developed tools to strengthen global supply chains.
- At least three transnational supply chain risks mitigated through collective action.
- Practices in responsible lobbying in the health sector better understood and potential risks mitigated.

Chapters and civil society, media and youth and women's networks engaged on reducing corruption in health

- At least 10 Transparency International chapters/civil society equipped with tools and best for advocacy.
- 20 per cent increase in global media coverage and at least five in-depth investigative reports on corruption in health.
- At least 10 youth and women's networks equipped with evidence to put pressure on decision-makers.

MEASURING OUR IMPACT

Effective anti-corruption work necessitates agile, flexible, and complexity-informed monitoring, evaluation and learning systems. Transparency International UK programmes bring together bespoke approaches to measure our impact and integrate lessons learned into our work and across the Transparency International global movement.

Monitoring

Within our day-to-day implementation, we track how our research and advocacy:

- **Changes narratives around anti-corruption** by analysing articles in national and international media, parliamentary debates and speeches, and declarations by national governments and multilateral organisations.

- **Affects policy and practice** by monitoring changes in national legislation, international agreements, and anti-corruption strategies in the public and private sectors.

- **Fosters coalition-building and awareness-raising** by monitoring engagement by the private sector, partner Transparency International chapters, and key sector stakeholders.

We use mixed-method monitoring approaches that are bespoke to the sectors, actors and behaviours we seek to change. These methods include using cutting-edge technological solutions, such as using machine learning to analyse media coverage of anti-corruption efforts.

Evaluation

Transparency International UK regularly engages in evaluations of its programmes and its key pieces of research.

Our largest projects and programmes are subject to periodic, external independent evaluation.

The findings of such evaluations provide the basis for future programme design.

Learning

Integrating the findings from monitoring and evaluation ensure effective learning using a range of approaches:

1. **Double-loop learning:** lessons learned from our results are fed back to inform (and question) our actions and assumptions via regular learning sessions.

2. **Cross-chapter learning:** our global programmes use their roles as centres of excellence to facilitate sharing solutions across chapters and with the secretariat.

3. **Integrating key research:** experimental research on what works (and what does not work) in anti-corruption has grown substantially over the past decade. Key findings from academic and applied research inform our methods and assumptions.

DELIVERING OUR STRATEGY: ORGANISATIONAL PRIORITIES 2024-27 OBJECTIVES AND KEY THEMES

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

▶ **Sustain our contribution to the Transparency International movement**

▶ **Provide a workplace where those we attract and retain can thrive and everyone's contribution is valued, ideas are heard and learning is supported**

▶ **Deliver cost effective, sustainable funding to scale our strategic impact**

Priority	Description
Sustain our contribution to the Transparency International movement	Through hosting global collaboration networks in Defence and Security and Global Health and engaging with other forms of collaboration we will: • expand effective partnerships, engagement and delivery at the national level. • coordinate and integrate advocacy and fundraising opportunities with the Transparency International Secretariat and relevant chapters. • utilise expert members to provide geographical and sector knowledge to enhance the effectiveness, responsiveness, and overall impact of our hosted networks. International Council members with UK links will be encouraged to share insights to help strengthen our effectiveness as a chapter.
Deliver cost effective, sustainable funding to scale our strategic impact	• revenue targets to deliver our strategic ambition will ensure all programmes and initiatives benefit from significant donor diversity. • targeted communications aimed at engaging the public, partners and decision-makers. • active exploration of alternative of revenue streams and innovative delivery models.
Provide a workplace where those we attract and retain can thrive and everyone's contribution is valued, ideas are heard and learning is supported.	• We will promote a diverse team of colleagues and provide them with the support, learning and encouragement to contribute to their fullest as they help deliver our strategic priorities. • We will adapt/provide/support the organisation with the flexibility and skills to deliver new funding and partnership opportunities. • We will promote our values and positive behaviours through learning reviews, appraisals and feedback. • We will continue to evolve our ways of working so that colleagues benefit from flexibility, feel empowered to speak up and where well-being is supported.

FURTHER INFORMATION & ACKNOWLEDGEMENTS

ABOUT TRANSPARENCY INTERNATIONAL UK

Transparency International UK was established in 1994 and became a registered charity in 2006. Our 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.

We are an accredited national chapter of the global movement, Transparency International, incorporated in Berlin. National chapters lead the work of Transparency International 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 is the Transparency International movement host to two major global programmes tackling corruption in the Defence and Security and in Global Health sectors on behalf of the wider Transparency International coalition. While operating as integral parts of the structure of the host national chapter, these are globally focused 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**

ACKNOWLEDGEMENTS AND HOW TO SUPPORT US

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

To support the delivery of this strategy and to find out how to get more involved see **transparency.org.uk**

Transparency International UK