

## Contents

	<i>page</i>
Our mission	1
International developments	2
Building knowledge – Designing tools	4
Civil society at work	6
Monitoring corruption	12
Thanks to our partners	15
Financial statement	16
National chapter list	17
Directors, Advisory Council and Secretariat	20

Transparency International  
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# Our mission

As TI's global coalition gathers strength, corruption continues to gain high priority in the global agenda. It has acquired central focus in countries in transition, where it has been identified as a serious impediment to development. From Central Asia through Eastern Europe, and throughout Asia, Africa and Latin America – a dual transition is taking place from authoritarian political systems towards democracy, and from centrally planned economies towards market economies.

Experience shows that there is an increase in opportunities for corruption during the process of transition. Many strategic decisions still need to be taken by the state with regard to the pace of privatisation and deregulation. Opportunities to grant favours abound involving grant of licences, grants of valuable public land and natural resources, and the award of mega-projects to private investors, domestic and foreign, in areas previously reserved to the public sector such as power, telecommunications, transportation and physical infrastructure. Political transitions involve elections. The increasing cost of elections and funds sought to be mobilised by political parties has meant that the opportunities for abuse of power are increasingly being used for political fund raising. Societies in transition, while promoting economic liberalisation, are seen to ignore the need for law and social policies to regulate the operations of the market. What then emerges is a "free for all". In the absence of efficient and properly regulated markets, uncontrolled freedom tends to degenerate into licence to maximise private profit by any means, and breeds corruption. Corruption negates transparency and accountability, which are indispensable elements in the working of democracy as well as an indispensable condition of sustainable development. That is why the need is keenly felt for concerted action within countries, within regions, and globally. We in TI must, therefore, with renewed resolve, continue, as a global coalition, to inspire, initiate and orchestrate such action.

KAMAL HOSSAIN  
*Chairman, Advisory Council*



Transparency International has turned a corner. In the seven short years since TI was founded, we have succeeded in playing a major role in creating an understanding among governments and society at large of the detrimental impact of corruption and how vital it is that we develop the means of containing it.

Many institutions and academics who once turned a deaf ear to TI's message now echo our long-held view that corruption deters investment, distorts development and ultimately hurts those who can least fight back. Thankfully, the awareness we have worked so hard to raise is now a given in many parts of the world. The ever-increasing press coverage dedicated to corruption points clearly to this new consciousness, as does also the overwhelming number of requests for help we receive from all corners of the world. But if we no longer have to work quite as hard to explain why corruption must be dealt with, our job is by no means done. The challenge ahead is bigger still. The pressure is now on to deliver viable remedies to forms of corruption, which remain frustratingly prevalent. To do so, we must forge ahead, developing new anti-corruption tools, refining the ones we have pioneered, and tracking successes and failures. We must take stock of the many other corruption control tools that are being developed and experimented with around the world. As the leading civil society organisation in the field, we must take it upon ourselves to ensure that the issue remains uppermost in global consciousness.

We are fortunate that our national chapters – over 75 around the world and growing – are taking a lead in supporting this effort. Their innovative experiences on the ground are creating a wealth of practical knowledge that is taking us a giant's step beyond awareness raising and into the realm of sustainable solutions to corruption.

PETER EIGEN  
*Chairman of the Board*





# International developments

## Monitoring and strengthening the OECD Convention

The OECD Convention on Combating the Bribery of Foreign Public Officials in International Business Transactions lies at the heart of international efforts to tackle the supply side of bribery. Transparency International was instrumental in bringing about this important international convention, which binds 34 countries including the world's major exporters. TI's involvement with the Convention has continued in the past year and national chapters have been putting pressure on the signatory governments to carry through ratification of the Convention and the passage of adequate national implementation legislation. The work of our national chapter in the United Kingdom has led the UK government to propose extraterritorial provisions to make anti-bribery laws effective in international cases. At the time of publication of this report, 22 countries had ratified the Convention and two additional countries were well on the way. We continue to press for all remaining signatory countries to ratify the Convention and pass appropriate implementation legislation without delay.

As it becomes more broadly implemented, the Convention must now be made to work and be seen to be working. TI national chapters are closely involved in the ongoing monitoring work of the OECD Working Group by submitting assessments of the adequacy of national implementing legislation. Early in 2001, the OECD monitoring process will move on from the review of national implementation legislation to a review of the adequacy of enforcement programmes. This review will involve country missions, six of which are planned for 2001. TI national chapters, other civil society groups and private sector groups will take an active part in these reviews.

TI has been engaged in a programme to strengthen the OECD Convention and its monitoring process, which includes the following:

- Closing the loophole in the Convention caused by the absence of prohibitions regarding bribe payments to political parties and party officials. TI is organising a meeting of influential leaders to develop recommendations on this issue.
- The effective implementation of the prohibitions of the Convention will require stronger efforts in the area of financial controls. To this end, TI has launched a Financial and Transparency and Accountability Initiative with the assistance of the Big Five accounting firms. A TI-commissioned report identified serious deficiencies in the requirements relating to books and records, outside audits and internal corporate controls.
- TI is working with a group of international banks to strengthen anti money-laundering programmes and to focus more specifically on money laundering of bribe payments.
- TI has recommended that the OECD monitoring process should itself be made more transparent. In particular, TI has urged that public hearings be held with the participation of civil society and the private sector when OECD review groups visit individual countries to evaluate the adequacy of national enforcement programmes.

## The Inter-American Convention against Corruption

The Inter-American Convention against Corruption, signed by 21 of the 34 Organisation of American States members in March 1996, was the first regional agreement to address the issue. The Convention provides a comprehensive approach to reform with both criminal and preventive measures. These include criminalisation of a range of offences, including illicit enrichment, mutual assistance on criminal investigations, judicial co-operation and extradition. The preventive measures include oversight bodies, declaration of assets, codes of conduct, and conflict of interest standards.

To date, 20 countries have ratified the Convention. TI's national chapter in Canada secured its government's action and TI USA testified before the U.S. Senate, which ratified the Convention as this report went to press. Brazil is among the 14 OAS members that have not yet ratified. TI chapters in the Americas have participated in national workshops co-sponsored by the OAS and the



"It will be difficult to send a clear message against bribery if it appears that some countries take the path of principle while others simply take the contracts."

Madeleine K. Albright, US Secretary of State, World Economic Forum, January 2000

Inter-American Development Bank to promote implementation of the Convention's criminal law provisions and have monitored progress on implementation and presented their reports at major OAS conferences indicating that implementation has been quite limited.

Experts from around the hemisphere, convened by Transparency International, concluded that an effective monitoring process is essential to secure progress. They recommended that the OAS create such a process and it is these recommendations that led to the Finance Ministers of the Western Hemisphere's call for the creation of a monitoring process. TI successfully pressed for the adoption of an OAS resolution calling for a recommendation on the establishment of a monitoring process for the OAS Convention and will continue to call for action by the April 2001 Summit of the Americas in Quebec City.

### The Post-Lomé Agreement

Ministerial negotiations have led to the June 2000 signing in Cotonou, Bénin of a new overall trade and aid agreement between the European Union and 77 African, Caribbean and Pacific states. The new 20-year agreement, which replaces the so-called Lomé Convention, includes as a "fundamental element" the pursuit of good governance defined in the agreement as "transparent and accountable management of human, natural, economic and financial resources for the purposes of equitable and sustainable development". The agreement calls specifically for measures aimed at "preventing and combating corruption".

In its representations to the EU, TI has stressed the importance of making good governance one of the pillars of the new Agreement. Under the terms of the Agreement, partners agree to work together in the fight against bribery and corruption and while the emphasis is on positive action, serious cases will give rise to consultations. It is the primary responsibility of the country where the corruption has taken place to take remedial action but if an acceptable solution isn't reached, the other party can institute sanctions and in a last resort can suspend co-operation. Transparency and accountability are also included in sections of the Convention concerning procurement and aid allocation.

### Export credit insurance

Transparency International, under the leadership of TI Germany and TI Brussels, engaged the OECD and the European Union to change the rules of international credit insurance. After some skilful campaigning on the part of the German chapter, the German government announced that all future applications for export credit insurance must contain an affidavit by the applicant that the export contract was not, or will not be, obtained by a criminal act, in particular bribery. Furthermore, the application form states clearly that export contracts obtained through criminal acts cannot be covered by public export credit support, and that untrue statements by the applicant entitle insurers to deny coverage. It has been one of TI's goals to reach an internationally binding agreement on this issue and the international secretariat of Transparency International had made representations to the OECD to that effect. As a result of the tightening of its rules, the German government, along with the Belgian government, has made a proposal that similar provisions be made by all export credit insurers and for this issue to be put on the agenda of the OECD Working Group on Export Credit Insurance and is pursuing their adoption by the Group. The European Commission is currently working on a policy paper in view of obtaining a common position for all EU States.



### IACC

#### The 9th International Anti-Corruption Conference

The 9th International Anti-Corruption Conference, the world's leading anti-corruption forum, took place in October 1999 in Durban, South Africa. The 9th IACC, which was hosted by the South African Justice Minister, was attended by a record 1600 delegates from 135 countries. The IACC was sponsored by the government of South Africa and its organisation was overseen by the IACC Council, which is supported by Transparency International. The proceedings, which unfolded on the theme of "Global Integrity: 2000 and beyond" were inaugurated by South Africa's President, Thabo Mbeki. Keynote speakers included such personalities as James Wolfensohn, President of the World Bank, Festus Mogae, President of Botswana and Robert Wilson, CEO, Rio Tinto plc. During the five days of the conference, the delegates from government, the private sector, academia, the development community and the media attended more than fifty workshops dealing with topics ranging from international anti-corruption conventions, money laundering and political corruption, to public and private sector ethics and international co-operation. The 10th IACC will be hosted by the Government of the Czech Republic and TI Czech Republic and will be held in Prague on 7-11 October 2001.

# Building knowledge – designing tools

## The TI Source Book

The Source Book continues to be TI's flagship publication. The year 1999 was dedicated to a full revision of the first edition of our compendium of best practice, first published in 1994, in order to capture the rapid changes in the field of governance and accountability. The Source Book has now been translated in nearly 20 languages, the most recent being Korean, Chinese, Portuguese, Hungarian, Slovak and Azeri. It has also been adapted for a variety of different cultural and legal settings. In Latin America, second generation adaptations are now taking place and in Francophone West Africa, the adaptation of the Source Book has become the centrepiece of a regional programme for the area.

The new edition of the Source Book will be a "living electronic book" available both in print and CD ROM, but most importantly on our web site where it will be continuously revised and updated. The expanded version will include a special section dedicated to case studies, which will be added to on a continual basis. Another integral part of the Source Book, the collection of best practice, has been substantially expanded to include a large number of selected laws, ordinances and codes of conduct that

are now fully available on the TI web site and on the CD ROM and accessible with the help of a fully annotated index for users.

## The TI web site

The TI web site continues to be TI's most visible information tool for millions of people around the world. It plays an important role in providing wide and easy access to the growing body of knowledge on corruption control. Access statistics show that the number of hits on our web site has doubled in the past two years, now reaching over five million hits per year with the publication of the TI corruption indices generating peak affluence.

Visits to our Internet site are growing rapidly and the site itself now offers some 1,100 separate pages. The introduction of the [www.transparency.org](http://www.transparency.org) address has made our URL both more logical and easier to access.

New features introduced this year include the Daily Corruption News, a selection of the latest corruption headlines from around the world – and our new e-mail subscription service, which notifies subscribers whenever the site is modified or new pages are added. In addition, an increasing number of publications, including this one, are now available as web versions, with the electronic issue of the TI Newsletter offering even more information than the print version. The most important pages of our site are now available in Chinese. Including the national chapter web sites, Transparency International offers information on corruption in the World Wide

Web in as many as twelve different languages. In the past year, ten chapters launched their own web sites, bringing the total number of national chapter web sites to 22, including regional sites for Latin America and South Asia.

## The TI database

The increasingly important role of the Internet has led us to rethink and refocus the strategy of the library and documentation centre. The electronic catalogue of the TI library has been further developed and with support from The Economist and the Max Schmidtheiny Foundation we have launched a test version of the CORIS database. Our Corruption Research and Information System ([www.transparency.org/coris](http://www.transparency.org/coris)) is now expected to go fully on-line by the end of the year 2000.

CORIS will provide anti-corruption practitioners and researchers with easy access to literature and information on corruption and related issues. It will include:

- a fully-searchable bibliographical database offering downloadable bibliographical references and more than 1,000 documents available on-line as full-text versions. The focus of the database is on grey literature, i.e. documents that are unpublished or difficult to locate;
- a "best-of collection", which highlights literature of outstanding quality and importance on key aspects of the fight against corruption;

As the leading civil society organisation in the field, we must take it upon ourselves to ensure that the issue remains uppermost in global consciousness.





- the “best-practice documentation”, a list of documents that set the standard in corruption control; and
- “integrity links” providing a searchable collection of links to institutions and resource centres that provide additional information on fighting corruption.

### The new Global Development Gateway

Our information base will assume even greater importance with the establishment of the Global Development Gateway, a web site that will become a first port-of-call for those active on development issues. The Gateway will be run by a Foundation with active participation in its management and execution and is intended to reflect a diversity of viewpoints and to be highly interactive. TI has been invited to be one of the first NGOs to collaborate with the project and the Gateway is expected to steer many more visitors to our own web site. Details of the project are available at [www.worldbank.org/gateway](http://www.worldbank.org/gateway).

### Capturing civil society best practice

In many parts of the world, civil society organisations interested in taking on the anti-corruption agenda lack the knowledge to support such involvement. They could greatly benefit from the knowledge being generated by many of the grass-roots approaches that are being developed in different parts of the world to improve accountability in their societies. This wealth of knowledge is for the most part undocumented and unavailable for dissemination. To fill this gap, TI is launching a new programme aimed at capturing, researching and reporting objectively and systematically on best practice. In the first phase, the programme will research and document best practice among TI national chapters with an emphasis on the successful elements of the programmes but also on their setbacks and failures, which are inevitable features of most new initiatives. These can also be profoundly educational for those trying to emulate them. In a second phase, the exercise will be extended to capture the body of knowledge and practices of other civil society organisations promoting integrity and good governance.

### A private sector standard for preventing bribery and corruption

From its inception, TI has sought to build coalitions including all sectors of society. We have always viewed the private sector as a key

partner in the fight against corruption and over the years we have engaged actively with some of its major players.

The new requirements brought about by the OECD Convention along with the increased demands of stakeholders for greater corporate social responsibility have created new opportunities for TI partnerships with the private sector.

The current climate has convinced us that the time is ripe for the development of a verifiable integrity standard for preventing bribery and corruption in the private sector. We have been co-operating with CEPAA, a US-based NGO known for the SA 8000 workplace standard, to form an international steering committee that is overseeing the development of a prototype standard whose practicality will be thoroughly tested. The intent of this voluntary standard is to provide companies – large and small – with a verifiable benchmark against which to measure their own integrity performance. Many private sector players are actively seeking tools to manage their company's social and ethical accountability management and wish to demonstrate to their stakeholders that they are doing so. An integrity standard would provide them with valuable means of achieving this. The committee overseeing the feasibility study includes a majority of international corporate participants as well as ethics professionals, leading verification firms, academics and NGOs. The prototype standard is expected to be fully developed and tested by mid-2001.

### The Transparency International Integrity Pact – an idea whose time has come

The use of the TI Integrity Pact continues to grow steadily. Highly valuable experience in the use of this new tool is being gained in Colombia, Argentina and other Latin American countries where it is being implemented both in privatisations and major public contracts with suppliers and contractors. Several municipalities in Europe and elsewhere have opted to use the IP for all public contracting. Many others are considering it.

Key to the Integrity Pact is a contractual rejection of bribery by all parties in the tendering process for a major contract, the disclosure of all commissions paid and sanctions for any violations. The concept of the IP is convincing more and more administrators who are seriously looking for ways to reduce corruption in public contracting.

The City of Milan has recently confirmed that it will be

implementing the Pact in its tenders for public works and services. Our chapter in Italy was actively involved in tailoring the IP to the needs of the City. TI Italy hopes that as a result of the Milan commitment other large municipalities will follow suit. Discussions are also ongoing with municipalities in Germany, Greece and Papua New Guinea.

Experience shows that measures such as the Integrity Pact are most effective when they are applied as early as possible in the contracting process. The selection of consultants for feasibility studies and design work can be just as vulnerable to corruption as contract execution. Change orders and variations must also be carefully monitored as they have proven to be most prone to abuse.

Transparency Colombia has embarked on an ambitious programme to introduce the Integrity Pact in a major public works project. The Ministry of Transportation and the Instituto Nacional de Vías agreed to introduce the TI IP in the bidding process for a USD 1 billion road works Millennium project, which will connect the capital Bogotá to the Pacific port of Buenaventura in Venezuela. This project offers a unique opportunity for the application of the IP because it will be used from the earliest phases and the monitoring process will carry through all stages of the project from the design of the bidding documents to pre-qualification, contract adjudication, implementation and maintenance. In Argentina, another application of the Integrity Pact involves public hearings on the contracting arrangements for major projects such as the Buenos Aires underground and the Argentinian/Paraguayan Yacayreta hydro-electric project. In order to make the experience that is currently accumulating with regard to the application of the Integrity Pact as accessible as possible, TI will be developing practical models based on experience gathered on the ground. These will be posted on the TI web site and available to anyone considering implementation of the Integrity Pact.

# Civil society at work



**As the leading civil society organisation campaigning against corruption, Transparency International is committed to maintaining corruption at the forefront of local, national and global concerns until successful and sustainable solutions are identified and applied.**

**Civil society has always been a key element of the TI strategy to promote the fight against corruption because it enjoys the legitimacy and the reach required to achieve lasting success. From the very start, TI has worked relentlessly to strengthen and expand its own network of civil-society organisations. TI's network is now over 75 chapters strong and is steadily gaining in impact and knowledge.**

## Latin America

Created in 1996, TI LAC (TI in Latin America and the Caribbean) was set up to promote regional co-operation among TI chapters and other like-minded organisations. The regional network of 14 chapters is a fertile ground for the development of common programmes with regional impact. It facilitates network building and the exchange of practical experiences in the field. In addition, the creation of TI LAC has promoted direct and decentralised support from the TI Secretariat. TI LAC chapters have divided among themselves the main areas of interest such as freedom of the press, justice, education, economic development and anti-corruption tool development.

As the vibrant chapters of the region gather knowledge and experience in the area of civil society monitoring, lobbying and awareness raising, they have begun to pass on the fruit of their experience to others. In order to create a more systematic information exchange, TI LAC has begun to put together a series of "tool kits", a collection of initiatives in the region presented in an accessible format. The tools featured in the kit to date range from election monitoring to the use of integrity pacts, public hearings in the procurement phases of large infrastructure projects and cost comparisons in public procurement contracts. Initially developed in Spanish, it will be later translated into English for broader dissemination.

Within Latin America, some national chapter projects are being implemented on a regional basis. Building on its experience with election spending monitoring, Poder Ciudadano, the TI chapter in Argentina is now co-ordinating a two-year programme funded by the US-based Tinker Foundation to adapt and implement this tool in six other countries of the region. TI's national chapter in Chile is developing a project focused on the use of conflict resolution as an alternative to the often congested and corrupt courts, which will likely be carried out in six Latin American countries. The chapter will also research the conditions required to foster access to information, freedom of the press and investigative journalism.

## Francophone Africa

We are stepping up our support of anti-corruption activities throughout Francophone Africa. Many challenges remain but the launch of a regional-based programme linking national chapters and contacts from a dozen countries in the area is setting the foundations for a stronger TI presence both in North Africa and Sub-Saharan Africa. A series of three regional workshops is being organised to produce a French-language version of the TI Source Book, a compendium of anti-corruption best practice and tools. This new version of the Source Book will be more than a straightforward translation but will adapt its conceptual and legal tools to the



At the heart of the coalition fighting corruption lies the recognition that civil society's involvement is crucial in any country. Governments alone cannot hope to contain corruption. They need, and must win, the support and participation of an active but independent civil society.

Francophone Africa context. Beyond this primary goal, the workshops are expected to intensify networking among the chapters and strengthen the coalitions that are the basis of TI's anti-corruption approach.

To better assess the challenges of any anti-corruption strategy in the region, national surveys will be conducted in Morocco, Senegal and Madagascar. They are designed to help the national chapters in those countries to diagnose problem areas, identify reform needs, set priorities and define national anti-corruption strategies. The surveys will gauge views from households and the private sector.

### Tanzania

Improving access to information requires not only the support of government but also demand from citizens. In Tanzania, every individual has a constitutional right to be informed; yet many Tanzanians are not aware of their rights and officials are not obliged to respond to their requests. In addition, the public often doesn't know how to go about obtaining information, particularly from government. In order to identify the needs and the mechanism for providing information in Tanzania, the Transparency International chapter co-operated with the UK based NGO, International Records Management Trust in organising a workshop on "Information for Accountability." The workshop provided an opportunity to identify and to respond to citizens' reasonable demands for information on government programmes in the education sector and to start to change traditional secrecy into the practice of open government.

### Czech Republic

As part of its public awareness campaign, TI Czech Republic hosted a conference on the work of Contact Centres for Corruption Victims and Anti-Corruption Hotlines. This workshop was prompted by government plans to establish local hotlines. The idea had met with considerable criticism voiced by journalists in particular. The purpose of the workshop was to provide factual and objective information on the pros and cons of hotlines. An expert from a UK NGO with expertise in whistle blowing was on hand to share experiences. A separate initiative has seen thousands of postcards distributed across the country for people to send to their parliamentarians, voicing their concern about corruption.

### Latvia

Latvia is one of a handful of countries in Eastern Europe to have adopted Freedom of Information legislation. But the Latvian legislation was criticised from its adoption in 1998 for being overly discretionary and for its vague definition of what constituted restricted information. To find out if the Latvian Freedom of Information legislation actually worked, the TI chapter in Latvia, TI Delna, carried out a survey of state and municipal institutions. The TI Delna research team requested information of approximately 300 state and municipal institutions such as the national and municipal police, the state veterinary service, the state history archive, the central tax authority and the courts. Their queries yielded a tale of inconsistency in responses, differences in the interpretation of the law, loopholes, high fees for service and generally distrustful, reluctant and negative attitudes to information sharing on the part of government authorities. An attempt to gain access to income declarations of state officials, for example, was successful in Riga whilst in Valmiera, only 150 km away, the same request met numerous obstacles. When information was made available, fees demanded were high, creating further obstacles. But it is the Courts that proved to be most resistant. In spite of official claims of openness gaining access to court judgements proved possible in the Court of one small town only. TI Delna published the findings of its

research, which received wide attention from the media, government officials and the public at large and subsequently led to a number of State and citizens' workshops to which TI Delna researchers have contributed as experts.

### Argentina

Poder Ciudadano, our chapter in Argentina recently signed a unique agreement with the new government of Argentina for the monitoring of major infrastructure projects. The Programme for Transparent Contracting will unfold in two phases, the first involving public hearings and the other, the signing of a no-bribery agreement involving sanctions in the event of non-compliance. Poder Ciudadano visited TI colleagues in Bulgaria to assess the possibility of implementing a similar Programme for Transparent Contracting. TI Bulgaria experimented last year with monitoring of the privatisation of the country's main telecom company. A leading chapter member, Roberto de Michele, has been recruited to head a new government agency to fight corruption.





# Civil society at work



When it comes to getting on top of systemic corruption there are no "off the shelf" solutions, no "one size fits all" answers.

## Nigeria

The national chapter in Nigeria helped organise a highly successful workshop on procurement reform that attracted 20 senior officials of the Federal Government of Nigeria at a three-day meeting in Abuja whose recommendations have been adopted by the Cabinet. Drawing on the New York City experience of fighting mafia control of its construction industry, the participants made a series of recommendations to achieve the principles of integrity, transparency, accountability and value for money in all expenditures by government. Among the specific recommendations were that officials involved in procurement be rotated regularly, that at least two people be involved in the approval of important government expenditures and that the government should establish an anti-corruption commission with investigative and prosecution capacity. TI Nigeria's actions are occurring in the context of President Olusegun Obasanjo's outspoken commitment to curbing corruption in Nigeria. As part of this "crusade", a ministerial retreat organised by the new government led to the creation of a first-ever code of conduct for government ministers, which was facilitated by TI.

## Cambodia

In Cambodia, TI's national chapter in formation, the Centre for Social Democracy, has taken on an ambitious programme to promote transparency and accountability in public life. It includes monitoring the attendance, debates and voting by elected politicians in the country's new National Assembly and Senate. This monitoring is ensured by staff members and volunteers with the Centre who attend each National Assembly meeting and report on proceedings for publication in the CSD Research Bulletin. Issued 12 times a year, this publication includes as many as 40 pages per issue and is widely read not only for its perceptive articles but its biting satirical cartoons. The Bulletin has carved its place in Cambodian society as an important and respected source of information on key issues. Its contents are often reprinted in other publications. The bulletin is available on the Centre's web site [www.bigpond.com.kh/users/csd](http://www.bigpond.com.kh/users/csd).

## Korea

Jointly founded in August 1999 by 27 organisations, the Anti-corruption Network in South Korea includes over 900 citizens groups whose strength is already being put to use in the fight against corruption. Soon after, the Network launched a campaign to amend Korea's election law, making it compulsory for candidates to reveal past records of corruption or criminal activity. The grass roots campaign took the Network members out on the street collecting signatures for a petition to the National Assembly. In December, a petition bearing more than 4,000 names was presented and the National Assembly passed legislation amending the election law, forcing the disclosure of all criminal records. The Network also developed an evaluation sheet allowing voters to rank candidates according to their perceived integrity.

In its recently declared "all-out war on corruption", Seoul City government has put technology to the service of transparency with its OPEN system. The Online Procedures Enhancement for Civil Applications System makes available on the Web details of administrative procedures such as building permits and inspections, making it easier to monitor the progress of an individual file and to report irregularities. An ordinary citizen applying for a building permit, for instance, can check from a computer who is handling the application, when final approval is expected and whether any complications have arisen and why. In its first year, the OPEN Internet site had over 630,000 visitors and the number of daily visits is increasing steadily. The Anti-corruption Network, the TI Chapter in Korea, works closely with the Seoul Metropolitan government in its anti-corruption efforts.

## Belgium

What better place to pass on the anti-corruption message to future professionals than in universities? Rather than stretch its limited resources to organise periodic seminars on corruption-related topics, TI Brussels opted to take its message to university campuses where Chapter experts have given special lectures in the framework of business ethics and international economics courses. The guest lectures at the Law Faculty of Université de Louvain and at the Ecole des Hautes Etudes Commerciales in Liège attracted over 200 students. The lectures focused on the role of the state, the private sector and of civil society in the fight against corruption. "These lectures provided us



with an instant platform to disseminate the TI message to a large number of students who will now be aware of corruption issues before they enter the business world," said Dieter Frisch of TI Brussels. This outreach programme to universities was received with enthusiasm and similar events will be repeated.

## Malaysia

The TI national chapter in Malaysia is convinced of the necessity of maintaining public attention on issues of transparency and good governance. Its own activities and programmes garnered sustained media coverage and in the lead-up to the 1999 general election, TI Malaysia ran a survey whose results were given wide publicity in the country's English and vernacular newspapers. The survey sought to establish the positions of contending political parties on their commitment to transparency and democratic principles. The parties were asked where they stood on a series of issues such as declaration of assets by public officials, the establishment of an independent anti-corruption agency, nepotism in the awarding of contracts, limits on election spending and freedom of the press. In a telling display of indifference only four of the 19 parties contesting the elections responded to the poll. According to Tunku Abdul Aziz, Chairman of TI Malaysia, "this was a reflection of the lack of commitment in tackling corruption among many political parties, including all the component parties of the ruling Barisan Nasional." The two political parties that fully supported moves to promote greater transparency and accountability as raised in the poll were subsequently given an award of honour by TI Malaysia in recognition for scoring full points in the survey.

## Slovakia



She has the look of a college girl but a steely determination that is well beyond her years. At just 25, Emilia Sičáková, president of Transparency International Slovakia, has already accomplished more than many of us could hope to achieve in a lifetime. Her track record is so impressive that she was named "1999 Woman of the Year" by the Slovak Spectator, an English language weekly. While Emilia was still studying economics in Bratislava, she began working for the Slovak Centre for Economic Development, which was looking to recruit promising young students. The Centre began focusing on the issue of transparency and upon graduation, Emilia joined the Centre as a full-time staff member. By 1998, the Centre had accumulated a sizeable body of research on transparency and Emilia was faced with the decision of delving deeper into the topic or moving on to other areas. The realisation that corruption was not a uniquely Slovak problem and that

## Emilia Sičáková Woman of the year

there were other organisations around the world focusing on this phenomenon prompted the Centre to become the Slovak chapter of Transparency International. The rest is already history, says Emilia. Emilia may be Slovak Woman of the Year but her fame has not slowed her down. She and her colleagues at TI Slovakia have just put the finishing touches on a monitoring report for the Ministry of Telecommunications on the recent privatisation process of Slovakia's state-owned telecom. There was a lot riding on TI Slovakia's assessment of the transaction because it was the first in what is expected to be a wave of privatisations in the state sector. "When you privatise a big monopoly, you are setting the standard for the next 50 years," says Emilia gravely.

Emilia is very clear about the objectives of this sort of exercise for a civil society group like TI Slovakia. "Our role was to monitor the process and give recommendations. We don't want to keep on being observers of every privatisation that will take place in the future, but we want to shape the process and improve it so that others can do it too. That is the added value we can provide." The comprehensive report, which will be published on the Internet, is being submitted to the government only a few months after a successful public media campaign that was jointly orchestrated by a group of 120 NGOs to press for the adoption of a Slovak freedom of information act. Oh yes, and there was also the poster competition and the essay competition for secondary schools

and the national programme for the fight against corruption, which the chapter was instrumental in developing with the government. Where do the determination and motivation come from? Why does Emilia feel that it is so important to fight for transparency? Personal reasons, she says flatly: "I want my kids to live in a decent country and I don't want to have to move. I believe in equality of chances and allowing people to get the services they deserve without being abused by the system." Children may still be a few years down the road for Emilia but she believes there are reasons to be hopeful about achieving her goals. "I am encouraged. I do feel a new wind with the young generation". And if anybody should know about the up-and-coming generation, it's Emilia.



## Profiles



### Working with local government

In keeping with a worldwide trend towards decentralisation and power devolution, transparency in local government has become a growing focus of national chapter activities. As our chapters embrace this agenda, approaches are being developed that can be adapted to local conditions and shared within the TI movement. More than a dozen chapters in Eastern Europe, Asia, Africa, Latin America and the Middle East have undertaken local government projects. These new approaches range from promoting transparency at the local level through town hall meetings and hearings to developing standards of conduct for local officials and using service delivery score card surveys at the local level. Local NGOs and interest groups can form coalitions and collectively monitor a municipality's performance and raise its standards.

In Piraeus, the Greek TI national chapter has carried out a joint assessment with the municipality to identify concrete measures the city could take to combat corruption. In Asuncion, Paraguay, the national chapter is developing a framework to monitor the privatisation of the capital's refuse collection services. As part of its national integrity strategy, the TI chapter in Kenya is building a coalition that would include local neighbourhood associations and an NGO devoted to combating corrupt land transactions. TI Russia is working with the city of Novgorod to the same ends. Last year, the historic city of Bhaktapur in Nepal entered into a transparency agreement with TI Nepal involving the use of a no-bribery pact applying to all municipal contracts as well as greater transparency and civic participation in municipal dealings. The idea has caught the attention of several other mayors in Nepal and three other municipalities are now following suit with similar agreements.

As an indication of its leading contribution to local government transparency reform, TI has been asked to become a member of the steering committee for a worldwide campaign for better urban governance sponsored by the United Nations Center for Human Settlements (Habitat). This is one of two campaigns being organised by UNCHS in which corruption will figure prominently. The other will focus on land rights for the urban poor. This involvement is expected to provide TI with access to a broader network through which it can disseminate its message and a further forum where ideas and best practice can be exchanged.

### Bangladesh



When Manzoor Hasan returned home to Bangladesh in 1995 to work as a barrister after spending 24 years in Britain, he was immediately struck by the pervasiveness of corruption. "Every step of the way, money had to be given to get things moving. It was not a matter of law, but of how you kept people happy. I felt sad about it because it was not about legal knowledge but about wheeling and dealing". Put simply, this is why Manzoor Hasan decided to get involved with Transparency International's nascent chapter in Bangladesh. Hasan was born in Bangladesh but left his native country in 1971 to be educated in Britain. More than two decades later, he gave up his career in Britain and was lured back home with his wife and three young children, motivated by a desire to make a

### Manzoor Hasan Turning anger into action

contribution to his homeland. But the extent of the corruption he encountered in his day-to-day work quickly led to disillusionment. When TI Bangladesh's Board of Trustees approached him about giving time to the chapter to get it going, he accepted.

"I acted out of anger," explains Hasan. It's an emotion one can hardly imagine in this gentle and soft-spoken 44 year-old. "When I had conversations about corruption, the standard reaction was 'There is nothing you can do. It's in the system. It's in the blood.' On the other hand, people were complaining but were not prepared to take the first steps." When Hasan started his work with TI Bangladesh at the end of 1996, the chapter was "still very much on paper". In the short time since, the chapter has grown to 13 paid staff and many more volunteers and is achieving growing public recognition. TI Bangladesh's activities are still very much focused on awareness raising because of the belief that anti-corruption strategies can only be effective when there is broad public consciousness of the problem. One of the chapter's first major projects was the launch of local service delivery surveys, which revealed to nobody's great surprise that officials ignored complaints about inadequate services like refuse collection and basic health care, avoiding any form of interaction with the ordinary men and women who use these services. In order to address the problem, TI Bangladesh is setting up Concerned Citizens Committees to fight locally for increased public accountability. "The idea is not to confront, but to highlight the problem and identify where there is common ground." TI Bangladesh is now in the process of setting up these

Concerned Citizens Committees in six local administrative areas, which typically have a population of 100,000 to 300,000. The committees are made up of 12 to 20 hand picked individuals representing a cross-section of society. The chapter has developed a five-year activity plan aiming to build on its current work, which is becoming increasingly known in the broader public. Hasan himself has appeared on national television and debated with politicians the need for more accountability and transparency. The chapter has been so successful that donors are knocking at its door. But Hasan remains level-headed in the face of success and will not have chapter activities driven by donors. "We do not want to be seen as a donor-driven organisation. The agenda has to come from civil society. We have to create our own agenda and once we are sure of what we want to do, then we seek out the donors", says Hasan. What does he say to sceptics who feel that the pervasive corruption in Bangladesh is not about to disappear? Hasan answers pragmatically that individuals alone are unlikely to make a difference but that if "we can keep at this and create a demand that our politicians behave differently, that they look at the national interest, not the personal interest, then that will be a major achievement." When asked what he would like to accomplish at TI Bangladesh, Hasan responds modestly but realistically that fighting corruption is a long-term proposition. "If I can see that people can begin not to tolerate high levels of corruption in Bangladesh, if we can get that going, for me it will be a major accomplishment."

## Profiles

### Zimbabwe

#### John Makumbe On the perils of fighting corruption



Speaking out about corruption in Zimbabwe is far from risk-free and nobody knows this better than John Makumbe. As Chairman of TI Zimbabwe, this fearless opponent of corruption has been followed around in the streets of Harare and has received threats at his office delivered by messengers from the President's office. The Zimbabwe Central Intelligence Organisation has taken a keen interest in TI workshops and insists on having its representatives attend them. Issues of personal security have been a challenge from the beginning, he explains. "People like myself are an endangered species", Makumbe says only half-jokingly, when asked about the biggest difficulties he faces as Chairman of TI Zimbabwe.

Makumbe, a 51-year-old political scientist, respected academic and well-known civic activist in his native Zimbabwe, has been involved with TI since 1995 when he became a founding member of the national chapter. TI Zimbabwe has an impressive membership of 1,500 individuals, companies and NGOs. With a staff of five paid employees and a strong and active Board, TI Zimbabwe is a vital force in the anti-corruption movement. In 1996, Makumbe personally blew the whistle on a corrupt individual who now works in the President's office and he is being sued for defamation of character. The lawsuit has so far exacted a high financial cost and might well cost him a lot more before it's over but he has no regrets.

Makumbe is an outspoken man who fundamentally agrees with the TI notion that "systemic reform is the target" but he personally feels that in certain parts of the world, public consciousness is more important. Makumbe agrees that he is fortunate to be able to use his academic freedom when he needs to and he has used it many times to move the "goal post". "I put on two hats. One is the political scientist hat and the other is the TI hat."

In spite of the personal difficulties, Makumbe displays a genuine sense of mission when he talks about the pervasiveness of corruption in his country. "No sector in Zimbabwe can claim to be corruption free. The papers are full of corruption stories," he says. There is a lack of access to basic information about corruption, a culture of fear that is fostered by an authoritarian regime and a closed political system that protects itself from scrutiny. Zimbabwe may have an anti-corruption act but it specifically excludes the military, politicians and the President's office from investigation! Makumbe also deplores the lack of investigative skills on the part of the anti-fraud authorities whose officials, he claims, cannot even read a balance sheet, and the absence of any whistle blowing mechanism. But Makumbe is undaunted and agrees that "the TI approach is the only one that will work and that it must guard itself against being partisan." On the role of civil society in the fight against corruption, Makumbe is adamant about its credibility: "Civil society represents the interests of the people. It is a watchdog and a crucial element of governance, whether it be corporate governance or public governance."

#### Forging partnerships

TI has enjoyed extraordinary successes as the voice of civil society in anti-corruption coalitions involving the public and private sector but it is our hope that the movement can gain greater momentum still. In addition to strengthening our own network of chapters, we are also looking to engage with civil society organisations outside our network of national chapters. In countries where TI's usual coalition approach may not be possible, we want to reach out to existing organisations and support them in taking on the anti-corruption agenda. The recently established Partnership for Transparency Fund will provide support for the independent involvement of civil society in large public-sector reforms.

#### Transparency International receives the Stanley C. Pace Ethics and Leadership Awards

TI was honoured this year with the Pace Award by the Fellows of the US-based Ethics Resource Centre. The Award honours individuals who have demonstrated moral vision and the ability to translate that vision into specific goals. The Pace Award was created by the Ethics Resource Center with an endowment from General Dynamics Corporation to honour Stanley C. Pace, a former Chairman and Chief Executive. The Award goes to the founders of TI.

#### ETHICS RESOURCE CENTER





# Monitoring corruption

## The TI indices

The TI Corruption Perceptions Index (CPI) was published for the fifth year in October 1999. In an effort to be more inclusive, the rankings included 99 countries, compared to 85 in 1998. Based on 17 surveys from 10 independent sources, the index was compiled from a larger base of data than ever before. The CPI, which looks at countries in terms of perceived levels of corruption among public officials, once again made the media headlines and its results continue to raise the profile of governance issues around the world. Unfortunately, very poor countries continue to fare badly on the CPI, a fact which continues to highlight the important link between corruption and low development levels.

Ever since it was first published, the CPI has been a key awareness raising tool for TI internationally. But increasingly our national chapters are succeeding in attracting the attention of the national media upon its publication. For example, our national chapter in France, which held its first CPI press conference this year, attracted major media coverage on this occasion. Le Monde, France's most authoritative daily, devoted a front-page banner headline to the TI rankings as well as an editorial and a full-page article in the inside pages. From the inception of the CPI, TI had been aware that it

presented a one-sided view of the bribery phenomenon and had committed itself to broadening the understanding of both sides of the bribery equation. In the summer of 1999, TI commissioned Gallup International Association (GIA) to conduct a survey of bribe payers whose results were published for the first time in October 1999 along with the CPI. The Bribe Payers Survey (BPI) was designed to measure the propensity of major exporting countries to use bribes abroad. Gallup conducted some 800 in-depth interviews with executives, lawyers, accountants, bankers and officials of chambers of commerce in 14 leading emerging market economies. This first poll of its kind has provided evidence of the willingness of international firms around the world to pay bribes to senior government officials to gain or retain business. Using data from this survey, TI developed a ranking of 19 leading exporters according to their propensity to bribe. The BPI's intent is to shed light on the supply side of corruption but also to provide a tool that can be used regularly to monitor the impact of the OECD Convention on Combating the Bribery of Foreign Public Officials. The OECD Convention calls on its signatories, which include most of the world's major exporters, to take action to stop their transnational corporations from giving bribes abroad. We hope to be able to replicate the BPI every two years or so as a means of assessing the strength of that commitment, and for monitoring the impact of the Convention.

The BPI survey also provided TI with a first-ever business sector ranking, which was released early in 2000. The construction and the arms industries were seen as the leading international bribe

payers. The Gallup report included further data which revealed that the level of awareness of the OECD Convention among senior representatives abroad of international firms was alarmingly low. Only 19% of those surveyed indicated that their companies would be reviewing bribery practices as a result of the Convention.

The introduction of new rankings has not distracted us from the important task of further refining the CPI methodology to increase its accuracy and reliability. We are continually looking into expanding the number of countries included in the CPI and have done so consistently from year to year.

## Studying national integrity systems

Whilst TI is deeply committed to empowering civil society to devise means of countering corruption, it also acknowledges that credible and meaningful benchmarks measuring both the extent of corruption and the effect of anti-corruption programmes are absolutely essential. Without them, only anecdotal evidence can be produced as to whether anti-corruption efforts are actually succeeding and the rate of progress.

TI's CPI and BPI rankings do not capture national trends adequately and TI has now undertaken survey work to determine the impact of reform measures and identify success stories and learn lessons. We are now sharply focused on developing national integrity surveys, which measure the effectiveness of the "pillars" of a country's integrity system and the health of various areas of government activity.

"No country can afford to ignore its reputation for corruption. That means no country can afford to ignore Transparency International." The Economist, October 1999



## The TI 1999 Corruption Perceptions Index

Rank	Country	Score	Standard Deviation	Surveys Used
1	Denmark	10.0	0.8	9
2	Finland	9.8	0.5	10
3	New Zealand	9.4	0.8	9
	Sweden	9.4	0.6	10
5	Canada	9.2	0.5	10
	Iceland	9.2	1.2	6
7	Singapore	9.1	0.9	12
8	Netherlands	9.0	0.5	10
9	Norway	8.9	0.8	9
	Switzerland	8.9	0.6	11
11	Luxembourg	8.8	0.9	8
12	Australia	8.7	0.7	8
13	United Kingdom	8.6	0.5	11
14	Germany	8.0	0.5	10
15	Hong Kong	7.7	1.6	13
	Ireland	7.7	1.9	10
17	Austria	7.6	0.8	11
18	USA	7.5	0.8	10
19	Chile	6.9	1.0	9
20	Israel	6.8	1.3	9
21	Portugal	6.7	1.0	10
22	France	6.6	1.0	10
	Spain	6.6	0.7	10
24	Botswana	6.1	1.7	4
25	Japan	6.0	1.6	12
	Slovenia	6.0	1.3	6
27	Estonia	5.7	1.2	7
28	Taiwan	5.6	0.9	12
29	Belgium	5.3	1.3	9
	Namibia	5.3	0.9	3
31	Hungary	5.2	1.1	13
32	Costa Rica	5.1	1.5	7
	Malaysia	5.1	0.5	12
34	South Africa	5.0	0.8	12
	Tunisia	5.0	1.9	3

Rank	Country	Score	Standard Deviation	Surveys Used
36	Greece	4.9	1.7	9
	Mauritius	4.9	0.7	4
38	Italy	4.7	0.6	10
39	Czech Republic	4.6	0.8	12
40	Peru	4.5	0.8	6
41	Jordan	4.4	0.8	6
	Uruguay	4.4	0.9	3
43	Mongolia	4.3	1.0	3
44	Poland	4.2	0.8	12
45	Brazil	4.1	0.8	11
	Malawi	4.1	0.5	4
	Morocco	4.1	1.7	4
	Zimbabwe	4.1	1.4	9
49	El Salvador	3.9	1.9	4
50	Jamaica	3.8	0.4	3
	Lithuania	3.8	0.5	6
	South Korea	3.8	0.9	13
53	Slovak Republic	3.7	1.5	9
54	Philippines	3.6	1.4	12
	Turkey	3.6	1.0	10
56	Mozambique	3.5	2.2	3
	Zambia	3.5	1.5	4
58	Belarus	3.4	1.4	6
	China	3.4	0.7	11
	Latvia	3.4	1.3	7
	Mexico	3.4	0.5	9
	Senegal	3.4	0.8	3
63	Bulgaria	3.3	1.4	8
	Egypt	3.3	0.6	5
	Ghana	3.3	1.0	4
	Macedonia	3.3	1.2	5
	Romania	3.3	1.0	6
68	Guatemala	3.2	2.5	3
	Thailand	3.2	0.7	12
70	Nicaragua	3.1	2.5	3

Rank	Country	Score	Standard Deviation	Surveys Used
71	Argentina	3.0	0.8	10
72	Colombia	2.9	0.5	11
	India	2.9	0.6	14
74	Croatia	2.7	0.9	5
75	Ivory Coast	2.6	1.0	4
	Moldova	2.6	0.8	5
	Ukraine	2.6	1.4	10
	Venezuela	2.6	0.8	9
	Vietnam	2.6	0.5	8
80	Armenia	2.5	0.4	4
	Bolivia	2.5	1.1	6
82	Ecuador	2.4	1.3	4
	Russia	2.4	1.0	13
84	Albania	2.3	0.3	5
	Georgia	2.3	0.7	4
	Kazakhstan	2.3	1.3	5
87	Kyrgyz Republic	2.2	0.4	4
	Pakistan	2.2	0.7	3
	Uganda	2.2	0.7	5
90	Kenya	2.0	0.5	4
	Paraguay	2.0	0.8	4
	Yugoslavia	2.0	1.1	6
93	Tanzania	1.9	1.1	4
94	Honduras	1.8	0.5	3
	Uzbekistan	1.8	0.4	4
96	Azerbaijan	1.7	0.6	5
	Indonesia	1.7	0.9	12
98	Nigeria	1.6	0.8	5
99	Cameroon	1.5	0.5	4



# Monitoring corruption



## The TI 1999 Bribe Payers Index (BPI) Ranking 19 Leading Exporters

Gallup International asked: "In the business sectors with which you are familiar, please indicate whether companies from the following countries are very likely, quite likely or unlikely to pay bribes to win or retain business in this country."

Rank	Country	Score
1	Sweden	8.3
2	Australia	8.1
2	Canada	8.1
4	Austria	7.8
5	Switzerland	7.7
6	Netherlands	7.4
7	United Kingdom	7.2
8	Belgium	6.8
9	Germany	6.2
9	United States	6.2
11	Singapore	5.7
12	Spain	5.3
13	France	5.2
14	Japan	5.1
15	Malaysia	3.9
16	Italy	3.7
17	Taiwan	3.5
18	South Korea	3.4
19	China	3.1

(highest score is best)

Notes: the questions related to leading exporters paying bribes to senior public officials. The standard error in the results was 0.2 or less. In the scoring: 10 represents a perceived level of negligible bribery, while 0 represents responses indicating very high levels of bribery. Questioning found that many respondents said it was difficult to distinguish between Mainland and Hong Kong companies since a growing number of mainland companies now operate from Hong Kong. Accordingly, the survey used the term 'China including Hong Kong.'

## Bribery in Business Sectors

Gallup International asked: "Which are the sectors in your country of residence where senior public officials would be very likely, quite likely, unlikely to accept or extort bribes?"

The scores below are mean averages from all the responses on a 0 to 10 basis where 0 represents perceptions of very high levels of corruption, while 10 represents perceptions of extremely low levels of corruption.

The standard error in the responses was small at 0.2 or less.

Public works contracts and construction	1.5
Arms and defense industry	2.0
Power (including petroleum and energy)	3.5
Industry (including mining)	4.2
Healthcare/social work	4.6
Telecommunications, post (equipment and services)	4.6
Civilian aerospace	5.0
Banking and finance	5.3
Agriculture	6.0

## A global report on corruption

TI's corruption indices have played a key role in raising world awareness of the issue, and continue to do so. But as the awareness of corruption rises, so does the need for harder, more in-depth data about its extensive manifestations as well as about the successes and failures in fighting it. In addition, past experience has shown that leading issues can fade away from the world agenda well before effective and sustainable remedies are found. We are therefore seeking new ways of keeping the spotlight on this deep-rooted problem with which the world community is only beginning to grapple, and plan to compile an annual Global Corruption Report, which will build on the widening range of international and national anti-corruption efforts. The Report will draw on all available data to provide a sweeping view of the state of corruption not only globally but also on a country level. In keeping with its aim of kindling global interest, the Report will provide information relevant to a broad audience.

**The first Global Corruption Report is expected to be published in late 2001.**

The BPI Survey provided a first-ever ranking by business sector showing that construction and the arms industries were seen as the leading international bribe payers.

# Thanks to our partners

In the past year, our funding continued to be assured by contributions from three sources: the public sector, foundations and the private sector. Contributions to the International Secretariat from public institutions and foundations, as shown below, finance the greatest part of TI's international activities.

## Public Institutions

Australian Agency for International Development (AusAID)  
Canadian International Development Agency (CIDA)  
Danish International Development Agency (DANIDA)  
Department for International Development (DfID), UK  
Dutch Ministry of Foreign Affairs  
European Union  
Finnish Ministry of Foreign Affairs (FINIDA)  
French Ministry of Co-operation  
German Agency for Technical Cooperation (GTZ)  
German Development Service (DED)  
Norwegian Ministry of Foreign Affairs (NORAD)  
Swedish Development Co-operation (SIDA)  
Swiss Development Co-operation  
US Agency for International Development (USAID)  
The World Bank

## Foundations

Avina Group, Switzerland  
Ford Foundation, USA  
MacArthur Foundation, USA  
Open Society Institute, Hungary  
Volkart Foundation, Switzerland

## Companies and Business Organisations

BHP Group, Australia, UK, USA  
General Electric Company, USA  
KPMG, The Netherlands  
Shell, UK

## TI National Chapter Contributions

The TI movement is also generously supported by private sector donations to its national chapters. The companies listed below have provided substantial funding for the national and international activities of TI chapters in OECD countries. In Australia, Germany and the USA, their contributions have enabled the national chapters to contribute to the overall costs of the TI International Secretariat.

### TI Australia

Shearwater Cape Schanck Resort

### TI Brussels

Banque Bruxelles Lambert  
Barco NV  
Belgian Shell SA  
Fortis Bank  
Institut Belge des Réviseurs d'Entreprises  
Petrofina SA  
Société Générale de Belgique  
Solvay SA

### TI Canada

Alcan  
Canadian National  
GE Canada  
The Globe and Mail  
Hydro One  
IBM  
Kroll Lindquist Avey  
Mark Nathanson  
McCarthy Tétraut  
Nortel Networks  
Placer Dome

### TI France

Alcatel  
Barreau de Paris  
Castorama  
Conseil Supérieur de l'Ordre des Experts-Comptables

Crédit Lyonnais  
Crédit Mutuel  
Danone  
France Télécom  
Péchiney  
Pinault Printemps La Redoute  
Promodès  
Renault  
Cabinet Salustro-Reydel  
Société Générale  
Vivendi

### TI Germany

ABB  
BDO Deutsche Warentreuhand  
DaimlerChrysler  
Evolutionsfonds Apfelbaum  
Hochtief  
Lufthansa  
Philipp Holzmann  
Schering  
Siemens

### TI Greece

TITAN SA

### TI Hungary

East-West Management Institute  
Richter-Gedeon Rt.

### TI Italy

NUOVO PIGNONE

### TI NZL

Datacom New Zealand Ltd.  
NZ Post Ltd.  
The National Bank of New Zealand

### TI Portugal

Miguel Augusto Tavares Ferreira

### TI UK

Rio Tinto plc  
Crown Agents

### TI USA

American International Group, Inc.  
Arthur Andersen LLP  
Bank of America Foundation  
Bechtel Group, Inc.  
The Boeing Company  
BP Amoco  
Bristol-Myers Squibb Company  
CMS Energy  
Enron Corp.  
Exxon Mobil Corporation  
The Ford Motor Company  
General Electric Company  
General Motors Corporation  
Honeywell International, Inc.

J.M. Huber Corporation  
IBM International Foundation  
Lockheed Martin Corporation  
Merck & Co., Inc.  
Motorola Inc.  
Pharmaceutical Research and Manufacturers of America  
PricewaterhouseCoopers LLP  
Reliant Energy  
Rockwell  
Texaco Foundation  
Troutman Sanders LLP  
United Technologies Corporation  
Weil Gotshal & Manges

We extend to each and every one of these donors our heartfelt thanks.

## The TI Integrity Awards

### Honouring anti-corruption's unsung heroes

In many countries, the fight against corruption remains a very risky undertaking. Public servants have lost their jobs for blowing the whistle on corrupt practices, courageous journalists have lost their lives for uncovering corruption scandals and ordinary citizens face huge obstacles to ensure that the poorest members of society are not denied basic services for want of a bribe. Many more work quietly but relentlessly to illuminate the dark corners where corruption thrives. To reward the individuals and organisations that have taken courageous and innovative action in the fight against corruption, TI has launched the Integrity Awards. This new Awards programme will seek to recognise the outstanding achievements of those who are pursuing the TI mission and have had a significant impact on levels of corruption in a given country or region. The annual Integrity Awards, which do not come with monetary compensation, will be given out for the very first time in September 2000. Nominations must be submitted before the 30th of May each year. For further information on the TI Integrity Awards, see the TI web site [www.transparency.org](http://www.transparency.org)



# Financial statement 1999

## Income

US\$

Governmental Institutions	1 013 838
of which Project Funding	85 625
Foundations	1 785 368
of which Project Funding	806 829
Private Sector	150 280
Special Projects	414 597
Other Income	340 910
<b>Total Income</b>	<b>3 704 993</b>

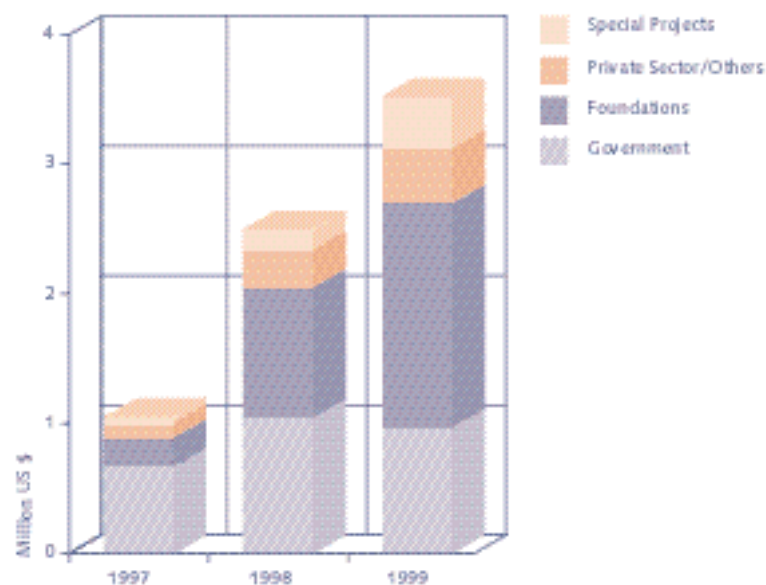
(Surplus of US\$34,834 retained to cover future expenses)

## Expenditures

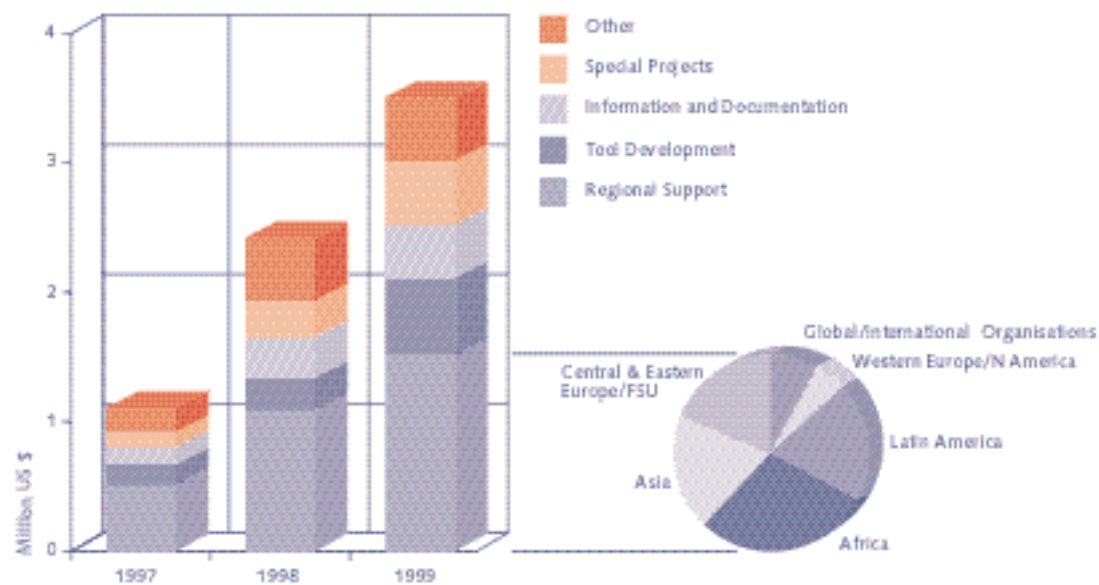
US\$

Regional Support	1 535 471
Africa	448 575
Asia	296 835
Central and Eastern Europe/FSU	288 983
Latin America	300 894
Western Europe/N America	81 406
Global/International Organisations	118 778
Information & Publications	233 907
Tool Development & Research	599 080
Documentation	188 999
Administration, AGM & Board	371 119
Special Projects	497 242
Transfer to reserves	244 339
<b>Total Expenditures</b>	<b>3 670 157</b>

## Where the money comes from



## Where the money goes



# National chapter list

National Chapter ■

National Chapter in formation ■

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## Peter Eigen 1 Chairman, Germany

Dr Peter Eigen is a lawyer by training. He has worked in economic development for 25 years, mainly as a World Bank manager of programmes in Africa and Latin America. Under Ford Foundation sponsorship, he provided legal and technical assistance to the governments of Botswana and Namibia, and taught law at the universities of Frankfurt and Georgetown. From 1988 to 1991 he was the Director of the Regional Mission for Eastern Africa of the World Bank.

spanning close to fifteen years, he became Director of Public Affairs at the World Bank in 1981 and held this position until 1990. Mr. Vogl is a frequent contributor to publications on the topic of business ethics and has also co-authored a book on insights for creating wealth in the 21st century. He acts as an advisor to the Ethics Resource centre of the United States and is a member of the Brooking Institution Council and a trustee of the Arthur W. Page Society.

## Ibrahim Seushi Tanzania

## Tunku Abdul Aziz 2 Vice-Chairman, Malaysia

Tunku Abdul Aziz has held senior management positions in large private sector concerns in Malaysia and overseas. He has served on the ASEAN-US and ASEAN-EEC Business Councils and was Chairman for two years of the ASEAN CCI Committee responsible for making recommendations for developing a motor industry in ASEAN. He held the position of advisor at the Malaysian Central Bank before returning to private industry. His last appointment was as Director of Administration at the Commonwealth Secretariat in London.

## Frank Vogl 3 Vice-Chairman, USA

Frank Vogl is President of Vogl Communications Inc., a strategic management consulting firm based in Washington D.C. Mr. Vogl is a co-founder of Transparency International. After a career in journalism



Ibrahim Seushi is an economist with over 20 years' experience in management consulting. He is a director in PricewaterhouseCoopers Consultants Limited, Africa Central, which includes Tanzania, Kenya, Uganda, Zambia, Ghana, Nigeria and Mauritius. He has advised governments in Africa on public sector reforms including governance. He has organised public-civil society partnerships to raise the profile of corruption in Tanzania through national integrity workshops. He is also the Chairman of Transparency International Tanzania.



## Maria Eugenia Estenssoro 4 Argentina

Ms. Estenssoro is a graduate from the Columbia School of Journalism. As a professional journalist she worked as a freelance reporter for the Wall Street Journal and Time Magazine. She was Managing Editor of Mercado, a leading business publication in Argentina. Ms. Estenssoro also headed the economics and business sections of Noticias, the leading weekly Argentine news magazine. In 1995, Ms. Estenssoro founded Mujeres & Compana, the first Argentine multimedia company for working women. Ms. Estenssoro is currently Managing Director of the Argentine branch of Endeavour, a US non-profit organisation promoting entrepreneurship in emerging countries. She is also a member of the Board of Directors of Poder Ciudadano.

## Fritz F. Heimann 5 USA

Fritz F. Heimann has been a lawyer with General Electric for more than four decades. He served as Associate General Counsel for 20 years and is now Counselor to the General Counsel. He is one of the founders of Transparency International and the Chairman of TI USA. Mr. Heimann chairs the Working Group on Bribery and Corruption of the US Council for International Business and is a member of the International Chamber of Commerce Committee on Extortion and Bribery. He has been actively involved in the work on the OECD convention on Combating Bribery of Foreign Public Officials and on the ICC's Rules of Conduct to Combat Extortion and Bribery.

## John Githongo 6 Kenya

Mr. John Githongo is a political analyst and journalist. He has served since 1996 as Director of

the African Strategic Research Institute (ASRI), a Nairobi-based consulting firm specialised in the analysis of regional economic and social trends. He has also served as Director of Intermedia Ltd., a regional consulting and training firm specialising in social development issues. He has been consultant to agencies such as the UNDP, USAID. As a journalist he has worked in various capacities for a number of regional and national publications including the East African and the Executive and has contributed to a large range of publications including the Financial Times of London.

## Peter Rooke 7 Australia

Peter Rooke is a business lawyer by profession and for over 30 years advised on international trade and investment. He was chairman of the International

Association's Middle East Regional Forum and has served as chairman or board member of other companies and NGOs. Mr. Rooke helped set up the Australian National Chapter in 1995 and is now its chief executive. He participates in TI work throughout Asia and the Pacific. He has been an Active Member of TI since 1996.

## Adam Terták 8 Hungary

Adam Terták is an economist specialised in the field of planning and information systems with considerable expertise in the field of privatisation. He has been the managing partner of Ernst & Young Hungary since January 1991. Since the establishment of the Ernst & Young practice in 1989, Mr. Terták has assisted with the foundation and operation of several joint ventures. He is chairman of TI Hungary. He is a member of the International

Chamber of commerce in Hungary and sits on the board of several organisations such as the Hungarian Management Institute and the United Way Budapest.

## Michael Wiehen 9 Germany

Michael Wiehen studied law in Germany and at Harvard. He served for more than 30 years at the World Bank, first in the legal department and then in various management positions, among them as Country Director for South Eastern Europe, South East Asia and for Eastern and Southern Africa. Mr. Wiehen was instrumental in developing co-operation between the World Bank and the global NGO community. Since his retirement in 1995, he has, on a volunteer basis, devoted a large part of his time to TI activities on the international scene and within Germany. Mr. Wiehen is a member of the Bar in Munich and serves as a Trustee of the Mountain Institute, which is devoted to preserving and advancing mountain environments and cultures.

## Rosa Inés Ospina Robledo 10 Colombia

Rosa Inés Ospina holds a degree in Applied Social Work of the Universidad Externado de Colombia and worked as a College and University professor. She has been an advisor to a number of public institutions on issues such as rural and social development and gender and social development. Ms. Ospina has supported

the development of a number of NGOs active in these areas and has worked as a consultant to several national and international organisations. She is a co-founder of Transparencia Colombia, the TI National Chapter in her country where she holds the position of Executive Director.

## Devendra Raj Panday 11 Nepal

Dr. Panday has played a high-profile role in Nepal's development and democratisation process. He has held high-level positions in the government as well as in the non-governmental sector of his country. He contributed to the installation of the democratic regime in his country in various capacities including as Vice-President of the Human Rights organisation of Nepal. He was briefly imprisoned by the then authoritarian regime. In the aftermath of the successful democratisation in Nepal, Dr. Panday served as Finance minister in the interim cabinet responsible for framing the new democratic constitution and holding parliamentary elections. He remains very active in promoting transparency and accountability, democratic development and regional co-operation in South Asia via his involvement in a number of organisations. He is the author of numerous publications and currently serves as President of Transparency Nepal.

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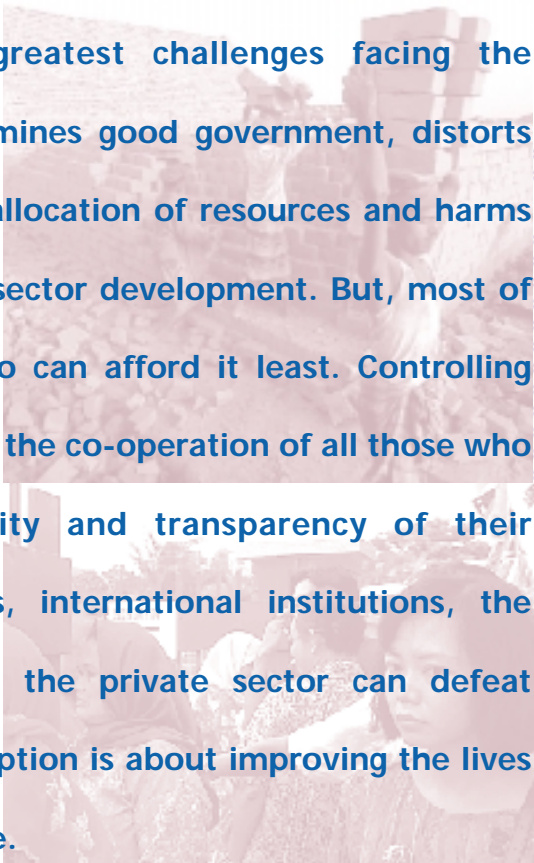
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Corruption is one of the greatest challenges facing the contemporary world. It undermines good government, distorts public policy, leads to the misallocation of resources and harms the private sector and private sector development. But, most of all, corruption hurts those who can afford it least. Controlling corruption is only possible with the co-operation of all those who have a stake in the integrity and transparency of their institutions. By joining forces, international institutions, the state, concerned citizens and the private sector can defeat corruption. Stamping out corruption is about improving the lives of men and women everywhere.

Transparency International recognises that the responsibility for corruption is a shared one and its emphasis is on reforming systems, not exposing individuals. TI is the only international organisation exclusively devoted to curbing corruption. It has become a major force in the fight for transparency and good government, with a network of national chapters implementing its mission in some 75 countries around the world.



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**TRANSPARENCY  
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