




2006

ANNUAL REPORT

Transparency International (TI) is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.

Cover photo:



Over one billion people lack clean drinking water; close to three billion lack adequate sanitation. In 2006, Transparency International co-founded the Water Integrity Network to bring transparency and integrity to the water sector.

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Your gateway to the fight against corruption

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Table of Contents

		PAGE
1 LEADERSHIP	Board of Directors	2
	Huguette Labelle and David Nussbaum look back at 2006	3
2 GLOBAL PRIORITIES	Corruption in the Private Sector	4
	<i>A new Self-Evaluation Tool helps companies assess the strengths and weaknesses of their anti-bribery programmes against TI's Business Principles for Countering Bribery.</i>	
	International Anti-Corruption Conventions	5
	<i>TI's Progress Report on Organisation for Economic Cooperation and Development Convention Enforcement showed that enforcement remained unsatisfactory in two-thirds of the countries surveyed.</i>	
	Corruption in Public Contracting	6
	<i>TI's Integrity Pact leads to greater participation and competition in the bidding process.</i>	
	Corruption in Politics	7
	<i>Perceptions of corruption affect voter behaviour: in the American mid-term Congressional elections, two-thirds of voters said corruption was an important factor.</i>	
	Poverty, Development and Corruption	8
	<i>TI's new Corruption Risk Map helps minimise the risk of corruption based upon the operational realities of humanitarian assistance.</i>	
3 WORK AROUND THE WORLD	A Growing Global Movement	9
	Africa and the Middle East	10
	<i>TI Zambia's awareness campaign "How '2' Avoid Corruption When Acquiring or Procuring Public Services" gave citizens an important anti-corruption tool.</i>	
	Americas	12
	<i>Elections in eight Latin American countries focussed the attention of TI's chapters on ensuring a fair and transparent electoral process to strengthen democracy.</i>	
	Asia Pacific	14
	<i>More than 25,000 people attended TI Bangladesh's youth concert on International Anti-corruption Day.</i>	
	Europe and Central Asia	16
	<i>TI national chapters submitted recommendations to European governments on how to increase transparency in EU funding.</i>	
4 POLICY AND RESEARCH	Policy and Research	18
	Bribe Payers Index 2006	20
	Corruption Perceptions Index 2006	21
5 COMMUNICATIONS	Press and Advocacy	22
	International Anti-Corruption Conference	23
6 PUBLICATIONS	Publications in 2006	24
7 FINANCIAL INFORMATION	Donor Information	26
	Financial Report	28
8 GLOBAL NETWORK	Contact information for TI's global network	30
	Advisory Council, Secretariat Staff	35

LEADERSHIP



Huguette Labelle
Chair
Canada

Huguette Labelle holds a PhD in Education. She served as Deputy Head of several Canadian government departments, including as President of the Canadian International Development Agency. She is Chancellor of the University of Ottawa and serves on the boards of several international organisations. She is Co-chair of the National Advisory Committee for the World Urban Forum and of the Task Force on China's Environment and Development Review and Prospect, Vice President of the International Union for Conservation of Nature, and Board Member of the UN Global Compact. Ms Labelle was elected as TI's Chair in 2005.



Akere Muna
Vice Chair
Cameroon

Akere T. Muna is founder and former President of Transparency International Cameroon. A lawyer by training, he is President of the Pan African Lawyers Union and former president of the Cameroon Bar Association. He is a member of several national commissions on legal reform and curbing corruption, including the National Ad-hoc Commission for the Fight against Corruption. He was actively involved in the TI working group that helped to draft the African Union Convention on Preventing and Combating Corruption, and is the author of a guide to the convention. He was elected Vice Chair of TI's Board in 2005.



Sion Assidon
Morocco

Sion Assidon, a mathematician and economist by training and a businessman by profession, was Transparency Maroc's founding Secretary General and is currently a member of its National Council. Mr Assidon was imprisoned from 1972 to 1984 for campaigning against autocracy in Morocco. He is active in several civil society organisations in the Moroccan civil rights movement, including AMRASH, which works for sustainable development in villages of the Atlas mountains, and Espace Associatif, which promotes the work of civil society in Morocco. Mr Assidon was elected to TI's Board in 2005.



Nancy Boswell
United States

Nancy Boswell has been TI USA's Managing Director since 1994 and is now its President. A lawyer, she has practiced public international and trade law, promoted women's and civil rights and advised on international financial matters. She is on the board of PACT, a capacity-building civil society organisation, the International Senior Lawyers Project, which provides pro bono advisory services on human rights and democracy, and co-chair of an American Bar Association committee on corruption. She is a civil society advisor to the US State Department and the US Trade Representative. She was elected to TI's Board in 2003 and re-elected in 2006.



Boris Divjak
Bosnia and Herzegovina

Boris Divjak is an economist by profession and holds a Masters degree in International Studies from the University of Reading in the UK. He joined TI in 2000 as founder and Chair of the Board of TI Bosnia and Herzegovina. He has researched and designed recommendations for legislation; trained government officials, civil society organisations and the media; and prepared and implemented surveys and polls, including monitoring and analysis. He has worked in Bosnia and Herzegovina, Croatia, Serbia & Montenegro, Kosovo and Albania. Mr Divjak was elected to the TI Board in 2005.



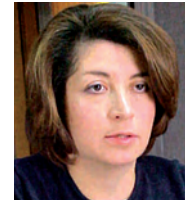
Geo-Sung Kim
Korea (South)

Geo-Sung Kim was the founding Secretary General of TI Korea (South). He is an ordained pastor and holds degrees in theology and sociology. He participated in the democracy and human rights movements in Korea and was twice imprisoned for his activities. Reverend Kim has served in various civil society organisations, and in 2006 received a Moran Medal of the Order of Civil Merit from his government for his contributions to the anti-corruption movement. Reverend Kim is a commissioner of the Korea Independent Commission against Corruption and standing executive officer of the K-PACT council. He was elected to TI's Board in 2004.



Chong San Lee
Malaysia

Chong San Lee has served as Deputy President and President of Transparency International Malaysia. Prior to this, he worked as a tax analyst, and in 1988 was appointed Financial Controller of the Esso Companies in Malaysia. His many responsibilities in this role included overseeing the company's ethics and business practices, ensuring compliance with company policies and participating in the company's contracting practices. After retiring from ExxonMobil in 2001, he volunteered and worked in many projects organised by TI-Malaysia. He was elected to TI's Board in 2005.



Valeria Merino-Dirani
Ecuador

Valeria Merino-Dirani is a lawyer who has worked for democracy, transparency and civil society in Latin America for more than 20 years. She was executive director of Corporación Latinoamericana para el Desarrollo (CLD), TI's chapter in Ecuador, and helped to establish a network of chapters in Latin America. In 1995, she was appointed to the Council of the UN University and served as its vice-president. She currently works at the Pan American Development Foundation as Civil Society Senior Advisor. Ms Merino-Dirani has served on the Board of TI since 2004 and chairs the Membership Accreditation Committee.



Devendra Raj Panday
Nepal

Dr Panday holds a Ph.D. in Public and International Affairs from the University of Pittsburgh, USA. He served as Permanent Secretary of the Finance Ministry of Nepal and resigned when it became known that public resources were being misused. He became involved with civil society organisations in Nepal and served as Finance Minister from 1990-1991. Afterwards, he helped to establish TI Nepal and served as its President and Board Member. He has co-authored and edited books and articles on development, democracy and governance. He has been imprisoned several times, most recently for 100 days in 2006. He was elected to TI's Board in 2006.



Laura Puertas Meyer
Peru

Laura Puertas Meyer is an economist and journalist, and has dedicated herself to human rights, democracy and fighting corruption for the past twenty years. She is General News Director of America TV and Canal N, the leading Peruvian channels. She served from 2002 to 2005 as Executive Director of TI's chapter in Peru. She worked for The New York Times and El Pais and for various Peruvian media. In 1993, she co-founded IPYS (Instituto Prensa y Sociedad), to promote investigative journalism in the Andean Region. Laura Puertas Meyer was elected to TI's Board in 2005.



Frank Vogl
United States

Frank Vogl is a co-founder of TI, and served as Vice Chairman from 1993-2002 and Advisory Council Member from 2003-2005. He is founder and Board Director of the Partnership for Transparency Fund; Board Director of the Ethics Resource Centre; Trustee of the Committee for Economic Development; and International Council Member of the New Israel Fund. He was formerly the World Bank's Information and Public Affairs Director and has worked as an international journalist, author and lecturer. He is President of Vogl Communications in Washington DC, and publisher of www.EthicsWorld.org. Mr Vogl was elected to TI's Board in 2005.



Gérard Zovighian
Lebanon

Gérard Zovighian is Vice Chair and founding member of TI's chapter in Lebanon. An auditor and Managing Partner of BDO-Fiduciaire du Moyen Orient in Lebanon, he has worked as an auditor in Paris for Price-Waterhouse and in London for BDO. He has had various professional roles, including as a member of the Lebanese Association of Certified Public Accountants, a lawyer of the Paris Bar, a Member of the Chambre Nationale des Conseillers Financiers, an advisor to the Beirut Chamber of Commerce and Industry, and advisor to the Board of the Order of Malta, as Knight of the Order. He was elected to TI's Board in 2005.

LEADERSHIP



HUGUETTE LABELLE

In 2006, millions of the world's citizens continued to suffer the poverty and injustice that go hand-in-hand with corruption. This fuelled Transparency International's work and inspired me to achieve more in my first full year serving the TI movement.

Achieving more means looking beyond the usual suspects. A successful fight against corruption addresses all elements of the 'production chain' – not only the bribe payers and bribe takers, but corruption's facilitators.

Around the world in 2006, the anti-corruption movement strengthened. In the United Nations Convention against Corruption's first full year in force, nations continued to sign on to this powerful signal of global commitment. The African Union Anti-Corruption Convention's entry into force bolstered Africa's fight against corruption, and the Guatemala Declaration for a Corruption-Free Region, signed by eight Central American presidents and official representatives, was a vital expression of political will in that pivotal region. Multilateral and bilateral development institutions moved to debar corrupt companies; donors increased their cooperation in improving aid accountability and supporting reforms to increase transparency and integrity.

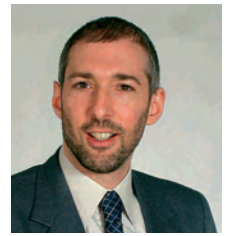
2006 was also a year of engagement with senior decision makers and those who influence them. In July, I attended the Civil G8, a global civil society gathering prior to the Group of Eight summit in Russia. I had the opportunity to speak directly with President Vladimir Putin about important issues, including the OECD Anti-Bribery Convention, the Extractive Industries Transparency Initiative, and civil society freedom.

2006 increased my understanding of TI's depth and diversity. In visiting 20 national chapters, I saw how corruption affects individual lives, increasing poverty and misery, and observed first hand the remarkable results TI has achieved, often in difficult circumstances.

I would like to thank Chief Executive David Nussbaum for his tireless contributions to those results and to the movement, and on behalf of that movement, wish him well as he leaves Transparency International. I would also like to thank TI's Individual Members for generously volunteering their time and energy.

Throughout the year, I witnessed the extraordinary contribution that individuals make to the fight against corruption. In this report you will find portraits of just a few of these remarkable people. I hope they will inspire you.

Huguette Labelle
Chair, Transparency International



DAVID NUSSBAUM

Corporate scandals and revelations of political corruption in countries rich and poor were proof that in 2006, fourteen years since its inception, the need for Transparency International and its work remains as acute as ever.

But 2006 was also a banner year for the global legal framework to combat corruption. TI was a powerful presence at the first Conference of States Parties to the United Nations Convention against Corruption, held in Jordan in December. The Conference provided an opportunity for reflection on the strides made in recent years, but also on the necessity for establishing strong monitoring mechanisms for international conventions to ensure they are as robust and effective as possible.

Support for TI increased on all fronts in 2006 – in the energy and talent that our staff, volunteers and other committed individuals put into their work; in the sustained financial support of our donors; in the growing number of companies with anti-bribery programmes; and in the dedication of our national chapters.

As I conclude my tenure as chief executive, I am confident that TI will keep building on its successes. Having seen nearly 80 national chapters undertake TI's accreditation review process, I am keenly aware of the richness in expertise and innovation that the members of the Transparency International network bring to bear. Working on the frontlines, whether by providing a critical policy perspective, operating citizen complaint centres or maintaining a vocal foothold of integrity in an inhospitable climate, they are the fabric of the TI movement.

Strengthening the collective sense of purpose that has guided our mission will ensure that TI becomes even more effective as the civil society organisation leading the global fight against corruption. Success in fulfilling our critical mission offers hope to millions of people around the world whose lives are damaged by corruption. We all have a part to play in bringing that hope to fulfilment.

David Nussbaum
Chief Executive, Transparency International

2 GLOBAL PRIORITIES

Corruption in the Private Sector

2006 was marked by a storm of corporate corruption scandals that hit the world's largest exporting country, Germany, particularly hard. Automaker Volkswagen, the German branch of the Swedish furniture outlet IKEA and the engineering group Siemens were all caught up in allegations of corruption, with several bribery prosecutions. Other firms were in the spotlight as well, including the Chinese industrial equipment-maker Shanghai Electric Group Co., whose chairman was investigated following allegations of corruption, and Dutch electronics manufacturer Phillips, accused by a Hamburg prosecutor of bribing retailers.



Photo: myto

“Europe’s largest engineering group [Siemens] now believes as much as €420 million is missing.”

– In a fraud scandal where Munich prosecutors believe money has been transferred to a third party account; *Times Online*, 13 December 2006.

WORKING IN PARTNERSHIP

In 2006, working closely with TI, the UK-based socially responsible investment index FTSE4Good for the first time incorporated anti-bribery criteria. To make implementation of the criteria more effective, the index provides a timeline for policies, management systems and reports. TI also worked with the Global Reporting Initiative to develop anti-corruption criteria for the launch of its revised sustainability reporting guidelines.

A strong 2006 statement by the Wolfsberg Group of banks, which TI helped to create and which in 2000 issued influential anti-bribery principles for financial institutions, was a further step in encouraging business to take responsibility for addressing corruption.

Continuing to promote anti-corruption alliances of business associations, professional institutions, civil society and other international, regional and local organisations, TI strengthened its outreach to the United Nations Global Compact, the World Bank and other multilateral development banks, the World Economic Forum and international chambers of commerce.

TI also developed the *Project Anti-Corruption System* (PACS) specifically for construction projects. PACS is a modular system that applies a variety of anti-corruption measures to all major participants throughout their involvement in a project. Using the PACS methodology and the BPCB, TI began a two-year project on anti-bribery and transparent procurement in the construction sector with TI's contact in **China** at Tsinghua University.

TOOLS FOR CLEAN BUSINESS

The *Business Principles for Countering Bribery* (BPCB) were developed as a blueprint for companies to develop an anti-bribery policy or to benchmark an existing one. Four years on, the BPCB were recognised in 2006 as the leading anti-bribery standard and were cited by the Overseas Private Investment Corporation in the United States and the World Bank's Voluntary Disclosure Programme as a model for anti-bribery programmes.

To encourage companies to monitor their anti-bribery programmes, in 2006 Transparency International (TI) developed a *Self-Evaluation Tool* (SET), enabling companies to assess the strengths and weaknesses of their anti-bribery programmes against the BPCB. To test-drive the SET, TI carried out in-company field tests in Europe and the **United States**, and initiated high-level discussions with the “Big Four” global accounting firms to develop an approach for the external assessment of corporate anti-bribery programmes.

TI chapters' work with small and medium sized enterprises (SME) was the subject of a workshop at the 2006 International Anti-corruption Conference, launching a renewed approach to helping these businesses tackle their vulnerability to corruption. A tool for SMEs based on the BPCB is being developed.

International Anti-Corruption Conventions

Internationally agreed standards embodied in anti-corruption conventions establish a powerful means of fighting corruption and holding governments accountable for enforcing their commitments. They place national corruption issues and anti-corruption efforts in an international or regional context. Conventions offer civil society organisations a framework to press for reforms.

Following ratification of several crucial international and regional conventions, Transparency International's focus shifted to promoting monitoring of the commitments they entail. To provide civil society with effective monitoring tools, in 2006 TI published regional information about conventions, including what civil society can do to increase support for ratification and implementation. For more information, see page 25.

UNCAC – A NEW GLOBAL STANDARD

TI increased support for effective monitoring of the United Nations Convention against Corruption (UNCAC) ahead of the December 2006 Conference of States Parties (CSP), the initial meeting of UNCAC signatory nations (see photo below). A widely disseminated report and workshops on monitoring at the World Ethics Forum, the International Anti-corruption Conference and TI regional meetings around the world were key tools in raising awareness. Collaboration with 50 civil society organisations helped ensure two major achievements at the CSP: an agreement on the need to establish a monitoring mechanism and approval of a 2007 review of UNCAC implementation.



PREVENTING FOREIGN BRIBERY – THE OECD ANTI-BRIBERY CONVENTION

In 2006, TI produced its second *Progress Report on Organisation for Economic Cooperation and Development (OECD) Convention Enforcement*. With contributions from national experts in 31 countries, the report noted some progress, with the number of countries enforcing the convention rising to 12 in 2006. It also noted that enforcement remained unsatisfactory in two-thirds of the countries surveyed. Among the most serious laggards were Japan and the United Kingdom, which had brought no foreign bribery cases against companies based in their countries, and failed to correct serious deficiencies in their legal systems.

“[In late 2006] Britain halted an inquiry into accusations of bribery by BAE Systems in securing a major arms deal with Saudi Arabia... The prime minister, Tony Blair, said he thought that pursuing the case would have strategically damaged crucial relations with the oil-rich kingdom. But stopping the investigation has also raised a question about the seriousness of Britain's commitment to enforcing a landmark international anti-bribery agreement (the OECD Convention) that has helped a number of governments fight corruption in cross-border business deals.”

– *International Herald Tribune*, 14 March 2007

Grassroots advocacy by TI chapters in Africa, in collaboration with the United Nations Development Programme and the government of Ireland, successfully increased pressure for ratification of the *African Union Convention on Preventing and Combating Corruption*, as well as ratification of the *UN Convention against Corruption*.

Corruption in Public Contracting

Government spending related to the provision of goods, public works and services adds up to more than US \$4 trillion worldwide each year. Corruption in procurement can divert 10 to 20 percent – sometimes as much as 50 percent – of a contract’s value. This massive misuse of public money not only distorts fair business competition; it results in inferior quality goods and services, as well as unnecessary purchases. This hits society’s most vulnerable the hardest, as they are most in need of sound public policies and cost-effective public services.

In 2006, more than 25 national chapters assessed and monitored their governments’ procurement practices, trained public officials and promoted ways to achieve greater public integrity. At the international level, TI’s policy and advocacy work targeted the European Union (EU). In December, the EU Council of Ministers agreed to implement a revised debarment database for organisations, companies and other contractors found guilty of misusing EU funds, largely reflecting TI’s recommendations.



Photo: Che Chapman

MULTI-STAKEHOLDER INTEGRITY

The *Integrity Pact* is TI’s most prominent tool to prevent the loss of public resources to corruption. A no-bribes agreement between governments and companies bidding for projects, the pact leads to greater participation and competition in the bidding process and can act as a catalyst for development. In a number of cases, pacts have produced considerable savings, keeping project costs below the official government estimate. A 2006 **Pakistan** steel project that included an *Integrity Pact* cost US \$62.5 million below the initial estimate.

Integrity Pacts include enforcement measures. If a party fails to comply, the pact specifies sanctions, which can include cancellation of the contract, liability for damages and disqualification from future government contracts. With provisions for oversight by civil society, *Integrity Pacts* have been used in more than 80 projects around the world.

In **Ecuador**, the application of an *Integrity Pact* in the mobile telecommunications industry contributed to the entry of a third company into the market and a subsequent 25 percent drop in mobile telecommunications prices.

UP IN ARMS: CORRUPTION IN THE DEFENCE SECTOR

Government contracts in the defence sector come with the highest price tag. TI chapters in **Georgia**, **Poland** and the **United Kingdom (UK)** have made institutionalising integrity in this sector a priority.

TI **UK’s** global Defence Project, funded by the UK Department for International Development and the Swedish Ministry for Foreign Affairs, brought together stakeholders in defence, including governments, financial institutions, companies, multilateral development banks and civil society. The Defence Project organised informal meetings with former North Atlantic Treaty Organisation (NATO) Secretary General Lord Robertson and leading defence companies

to establish better practice in the defence sector. The meetings led to the establishment of a European defence industry anti-corruption forum, a national forum in the UK, and a similar forum coordinated by the United States.

TI **Poland**, supported by TI UK, helped with the implementation of an *Integrity Pact* on the procurement of jet aircraft by the Polish Ministry of National Defence. TI **Georgia** undertook an assessment of the Georgian defence reform process as part of its NATO Partnership for Peace commitments.

Corruption in Politics

Corruption in politics undermines good governance and the democratic process. The main threat comes from private interests gaining excessive influence on politicians by means of campaign donations or undue lobbying activities, and from elected officeholders using public resources for private gain. The threat is great; according to Transparency International's (TI) *Global Corruption Barometer 2006*, politicians, political parties, parliaments and legislatures are considered the most corrupt institutions.

Allegations of corruption in politics drew headlines in all corners of the world in 2006. In Europe, Romania's former Prime Minister Adrian Nastase stood trial on charges of bribe-taking and blackmail, and former Italian Prime Minister Silvio Berlusconi was ordered to stand trial for corruption. Lithuania's prime minister Rolandas Paksas was forced to resign following allegations of corruption and Marisol Yague, mayor of Marbella, Spain, was arrested amid allegations of money laundering, property development offences and bribe-taking.

In Asia, a key aide to former South Korean President Kim Dae-jung was convicted of bribe-taking, and Taiwanese President Chen Shui-bian and members of his family faced corruption allegations. Thai leader Thaksin Shinawatra was overthrown in a military coup amid allegations of corruption, and Shanghai Party Secretary Chen Liangyu was removed from office for stealing €33 million [US \$44 million].

Other major political figures were also mired in scandal. Israel was plunged into a political crisis when Prime Minister Ehud Olmert was charged with corruption. Following corruption scandals in Brazil in 2005, on the eve of the 2006 presidential elections the Workers Party was accused of using smear tactics to defame its opponents when individuals close to the party were arrested for buying a dossier documenting corruption allegations against senior figures in the Brazilian Social Democratic Party.

To counter political corruption, TI has raised awareness that leaders can be held to account for their actions, creating tools to encourage voter education on electoral finance, monitoring of legislatures and parliaments, and advancing public disclosure. Many national chapters undertook projects to rate government performance and increase information

about corruption at the national level. Chapters in **Brazil** and **Colombia** hosted websites to inform voters of electoral candidates' records (see page 12). TI **Papua New Guinea** used seminars and community street theatre to increase public understanding of a new voting system expected to reduce corruption.

Education and awareness-raising can have a direct impact on voters, as exemplified by exit polls following mid-term Congressional elections in the **United States**. According to *Time Magazine*, "three fourths of voters said corruption and scandal were important to their votes".

Knowledge may be deepening and awareness rising, yet politicians and high-level public servants in many countries continue to act with impunity. Monitoring and enforcement mechanisms are key to curbing political corruption. To strengthen them, TI joined forces in 2006 with IFES, an international non-profit organisation dedicated to building democratic societies, to develop a global standard to enhance transparency in the funding of candidates and political parties, as required under the UN Convention against Corruption.



Photo: Poder Ciudadano

Poverty, Development and Corruption

Corruption and poverty are closely linked, a correlation confirmed by Transparency International's (TI) 2006 *Corruption Perceptions Index*. When public officials steal money intended for development purposes – for example, the provision of safe water, roads, schools and hospitals – the impact is felt most directly by the poorest segments of society. When aid contractors and private sector suppliers drive up costs and pay bribes, public integrity is eroded. The same holds true when money intended for humanitarian assistance and disaster relief is diverted into the pockets of corrupt individuals.



Photo: Thomas Grabka

CORRUPTION IN DEVELOPMENT AID

Over one billion people lack clean drinking water; nearly one billion suffer from hunger; close to three billion lack adequate sanitation. The imperative to stop corruption in development aid is great. Huge amounts of donor funds are involved, and their diversion jeopardises the chance to improve the standard of living for millions of people.

These problems are exacerbated by a lack of integrity in the water sector. In August 2006, TI and four leading water organisations launched the Water Integrity Network (WIN) to promote solutions and coalitions to combat corruption in the water sector. More information on the WIN is available at www.waterintegritynetwork.net.

To ensure that donor funds reach the intended recipients, TI provided advice on anti-corruption policies to the largest international multilateral donors, including the World Bank, the Development Assistance Committee of the Organisation for Economic Cooperation and Development and the Group of Eight development ministers.

CORRUPTION IN HUMANITARIAN ASSISTANCE

Humanitarian assistance for victims of natural disasters or civil conflicts is particularly vulnerable to misuse. TI chapters in **Guatemala**, **Indonesia** and **Sri Lanka** are still dealing with the devastating effects of natural disasters and have implemented transparency and accountability mechanisms in the reconstruction process. In **Pakistan**, the Prime Minister adopted procurement recommendations from TI Pakistan's multi-stakeholder workshop on preventing corruption in earthquake reconstruction. Following the 2006 war, the **Lebanese** Transparency Association launched a campaign to monitor the use of reconstruction funds to prevent corruption.

Based in part on these experiences, TI published a *Corruption Risk Map* for humanitarian assistance (see page 25). Using this diagnostic framework, TI teamed up with leading humanitarian non-governmental organisations, including Action Aid, CARE International, Islamic Relief, Lutheran World Federation, Save the Children USA and World Vision International, to develop tools to minimise the risk of corruption based on the operational realities of humanitarian assistance.

“Corruption is as deadly as the HIV/Aids virus – it’s a cancer, whether it is the 12 official signatures needed on a license, the policeman taking bribes at the border or the tractor that is paid for but not delivered.”
 – Bono, anti-poverty campaigner; *The Guardian*, 23 May 2006.

3 WORK AROUND THE WORLD

A Growing Global Movement

Transparency International (TI) is a global network of more than 90 locally established chapters and chapters-in-information working at the forefront of the fight against corruption. With an international secretariat in Berlin, Germany, that supports their work and coordinates international initiatives, the chapters actively address corruption in their respective countries, implementing their own programmes as well as agreed global and regional strategies. The chapters are instrumental in shaping the movement's strategy and policies and in developing innovative approaches to tackling corruption. Highlights of local and regional work are featured on pages 10 – 17. Contact information for chapters can be found on pages 29 – 32.



Africa and the Middle East



Photo: Thomas Grabka

Transparency International (TI) chapters across Africa and the Middle East remained at the forefront of efforts to set anti-corruption standards in their countries and to respond to national concerns about corruption.

STRATEGIC PARTNERSHIPS

In spite of the difficult political climate in 2006, TI's work in the Middle East flourished, due in large part to mutual support and co-ordination across the region between activists, and strategic partnerships with the government, the private sector and civil society. The **Lebanese** Transparency Association (LTA) actively contributed to the drafting of the country's new access to information law, as well as with the private sector and civil society to develop the first Lebanese Code of Corporate Governance. TI's chapter in **Palestine**, the AMAN Coalition, developed a code of conduct for the private sector and for local government, signed by business and municipal leaders at its Transparency Festival in commemoration of International Anti-corruption Day on 9 December. Both AMAN and TI **Morocco** trained youth and educators through conferences and workshops on how to promote transparency and increase integrity and accountability.

That strong strategic coordination across the Arab world made TI's intervention at the 2006 Forum for the Future conference a success.

TI **Jordan** acted as the main local civil society partner of the Jordanian government, which hosted the conference, working in conjunction with chapters from **Algeria, Bahrain, Lebanon, Morocco** and **Palestine**. These TI representatives used the conference to present concrete recommendations for United Nations Convention against Corruption (UNCAC) monitoring, whistleblower protection and anti-money laundering measures to their own foreign ministers, who were joined by the Group of Eight (G8) foreign ministers. The Middle East Partnership Initiative (MEPI) and the UK's Foreign and Commonwealth Office sponsored the collaborative campaign effort.

Many of TI's chapters in Africa worked closely with their national governments to enhance accountability. TI **Zambia** partnered with government to produce access to information legislation, whistleblower protection and greater transparency in the electoral process. Two African chapters addressed specific national concerns through targeted projects in the judiciary and public services, while TI **Kenya** used a visual example of extravagance – luxury cars – to highlight a lack of integrity in the government.

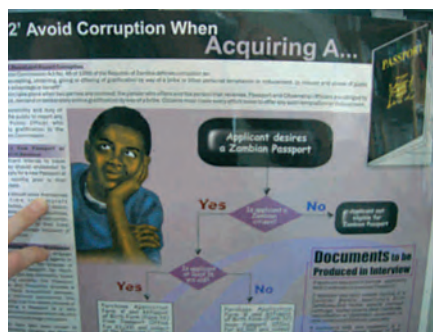
ALL EYES ON THE JUDICIARY IN GHANA

When Ghana completed its self-assessment under the African Peer Review Mechanism (APRM) in 2006, more than half of its citizens perceived corruption as a common feature of the country's public administration. TI's **Ghana** Integrity Initiative responded with a "Judiciary Watch" project to empower civil society to monitor the municipal courts and their procedures and report on irregularities. The monitoring exercise involved courtroom observations and the administration of questionnaires to judges, magistrates, lawyers and the judicial service staff. The project aims to increase Ghana's judicial transparency and integrity at the local level.

HOW '2' AVOID CORRUPTION IN ZAMBIA

TI **Zambia's** "How '2' Avoid Corruption When Acquiring or Procuring Public Services" campaign educated citizens about the correct procedures for obtaining services from public institutions such as the

police, pensions authority, passport office, ministry of health, and customs and excise department. Based on the idea that many citizens paid bribes partly because they were unaware of correct procedure, this innovative campaign prominently displayed the correct method of obtaining services directly at these service points. In addition to the posters and leaflets distributed through state departments, minist-



ries and official media, the campaign also spread its message on radio and TV, in newspapers, on the internet and in a TI-published booklet.

"The Kibaki government had spent [US] \$12.5 million on luxury cars, largely for personal use by top Kenyan officials. That is enough to pay for eight years of school for 25,000 children."

– Baltimore Sun, 28 February 2006. Based on TI Kenya's Report "Living Large: Counting the Cost of Official Extravagance in Kenya", co-produced with the Kenyan Human Rights Commission.

ZERO TOLERANCE IN NIGERIA

Lilian Ekeanyanwu, a legal practitioner in Lagos, Nigeria, is the national coordinator of the "Zero-Corruption Coalition NGO network", and a board member of TI **Nigeria**. Ms Ekeanyanwu got involved in the anti-corruption movement as a result of her experience as a women's rights activist. She felt that fighting for women's rights through the judicial system had an important impact, but came to see that the greatest impediment to her work on social justice was corruption. "I was able to experience first-hand how distortions caused by graft and other manifestations of corruption sabotage the implementation of even the best thought-out policies," she

says. "It dawned on me that more rapid progress in achieving social justice will be made by tackling corruption in its various manifestations and mutations."

For Ms Ekeanyanwu, one of the greatest challenges is the widespread acceptance of corruption as the normal way of life. In her eyes, "an effective solution must combine a serious commitment from government to overhaul the system, including sanctions for corrupt actions, and an end to the people's tolerance of corruption." To make this vision a reality, she raises her voice in Nigeria and campaigns tirelessly as an international spokesperson for TI.



Americas



Photo: Proética

Transparency International's chapters in the Americas worked to ensure transparency at each step in the political process in 2006, from gathering information on candidates and their funding to better informing voters; from monitoring politicians and lobbying of lawmakers to institutionalising laws and procedures that increase accountability.

FAIR ELECTIONS IN LATIN AMERICA

Elections in eight Latin American countries focussed the attention of TI's chapters on ensuring a fair and transparent electoral process to strengthen democracy. Beyond conventional election monitoring, Transparency International in Latin America and the Caribbean (TILAC) carried out projects to promote balanced media coverage and disclosure of information on campaign and party funding.

Preceding Colombia's elections in May, Transparencia por **Colombia**, together with other partners, created the website www.votebien.com to provide information on the electoral process and candidates and to serve as a platform for public debate on governance issues. Transparencia **Brasil** undertook a similar project that resulted in www.excelencias.com.br in the run-up to elections in October. The website gathered information on legislators running for office, including records on office allowances, attendance at voting sessions,

disclosure of assets, criminal charges, previous campaign finance statements and media reports on involvement in scandals. The website received a lot of attention: 7.4 million visits in just two months.

In **Costa Rica** and **Nicaragua**, candidates and political parties were asked to disclose financial information related to political campaigns in advance of the 2006 presidential elections. The chapters monitored this disclosure and advocated strengthening political accountability beyond disclosure to proper management of public budgets for political activities and creating a limit on private donations. Transparencia **Mexicana** undertook a project to address unregulated pre-campaign financing. Based on the model of a private trust fund, pre-candidates for the presidency voluntarily agreed to disclose their campaign finances to a special account that was independently monitored and administered.

ACCOUNTABLE POLITICAL REPRESENTATION

Monitoring the behaviour of elected politicians has been a priority of Poder Ciudadano in **Argentina**, Transparencia por **Colombia** and Acción Ciudadana in **Guatemala**. TI **USA** urged lawmakers in Congress to increase the transparency of gift-giving, lobbyist-paid meals and travel, and to improve ethics rules and procedures.

STRENGTHENING CONVENTION MONITORING

Promoting implementation of anti-corruption conventions continued in 2006 as the Second Round of Review of the Inter American Convention against Corruption (IACAC), an intergovernmental peer review mechanism, got underway. National chapters and contacts ensured the inclusion of key thematic areas such as public procurement and the hiring of public officials, and introduced measures to strengthen the review mechanism. These included on-site visits by an evaluation team, meetings with civil society during the visits and assuring the participation of civil society in the monitoring mechanism, independent of government approval.

TI welcomed the signature of the *Guatemala Declaration for a Corruption-Free Region* by the presidents of **Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua** and **Panama** and official representatives of **Belize** and **the Dominican Republic** at the International Anti-corruption Conference in Guatemala in November. The declaration emphasises the need for accountability mechanisms in public institutions, the effective and transparent management of social programmes and funds, political and electoral financing controls, and reforms for transparent, strong and effective civil services. TI and its chapters and partner organisations in the region are monitoring these presidential commitments to ensure their transformation into concrete actions.

Maria da Penha Limo, a former Brazilian Health Ministry employee, made accusations that a third of the lower house of Congress received bribes to make amendments to the country's national budget. "Her lawyer said she told investigators that members of Congress received 10 to 15 percent of the amount they released through budget amendments, in a scheme understood to have involved at least R\$110 million [US \$53.5 million]."

– *Financial Times*, 11 May 2006

THE POWER OF THE PEN

"I believe investigative journalism is a 'trench' in the fight against society's vices, and is key to maintaining the health of democracy," says **Tamoa Calzadilla**, a Latin American journalist who covers politics in **Venezuela**. Ms Calzadilla and her colleague, Laura Weffer, received the 2006 TILAC/ Instituto Prensa y Sociedad (IPYS) Investigative Journalism award after uncovering evidence during a high-profile investigation into the assassination of Venezuelan state prosecutor Danilo Anderson.

Ms Calzadilla has fought corruption since 1999, when she joined the investigative unit of a Venezuelan daily newspaper. This

was a period of "growth, of new experiences and of learning 'on the streets'", she recalls. "Our working hours didn't matter; we worked with a lot of passion." She says that through her work, she recognised the widespread nature of corruption in Venezuela, and saw that for many, it is a way of life.

The work of journalists like Ms Calzadilla is becoming more difficult every day. Her recent investigations into the salaries of public officials proved impossible because of secrecy surrounding the figures and state documents. Against this background, she has become a champion of public access to government information.



Photo: IACC

Asia Pacific



Photo: Daniel M. Shih

In 2006, Transparency International's chapters in the Asia Pacific region continued to play a leading role in the fight against corruption – tirelessly promoting integrity, transparency and accountability in local and national institutions, and further advancing TI's anti-bribery tools in the corporate sector.

ENLISTING YOUTH IN THE ANTI-CORRUPTION MOVEMENT

TI **Bangladesh** organised the first Anti-corruption Concert for Youth in Dhaka in December. With performances from national artists and a speech by Nobel Laureate Professor Muhammad Yunus, the concert sought to ensure that the spirit and values of the anti-corruption movement are instilled in Bangladesh's future leaders. Over 25,000 people attended and took an anti-corruption oath.

Chapters in **Fiji, Korea, Malaysia, Nepal** and **Papua New Guinea** also worked with youth to fight corruption. TI Korea further developed its national anti-corruption youth network by taking high school students on an annual development study tour to Cambodia. In Malaysia, the chapter organised an 'Integrity Circle' for young Malaysians to teach ethics, integrity, responsibility and accountability.

SPREADING THE WORD

TI chapters in the Asia Pacific region actively engaged the media to spread the anti-corruption message to the wider public. TI **Thailand** broadcast a popular Sunday afternoon radio programme, "Together We Are Combating Corruption", that attracted one million listeners. It also conducted a series of lectures and discussions on democracy, civic participation and good governance for leaders, the media, civil society activists and the public. TI **Vanuatu** conducted workshops across the country to educate journalists, women's groups, and other members of the community about governance and active citizenship.

In November, TI **Nepal** awarded fellowships to three prominent anti-corruption journalists. The fellowships support investigative work on corruption and malpractice in the private sector. TI **Japan's** report, *Top 10 Corruption Cases of 2006*, was released to the media on International Anti-corruption Day and triggered a national debate in the broadcast media.

TI's chapter in **Taiwan** cooperated with the Taipei municipal government to develop an innovative *City Integrity Index* that established objective indicators to assess anti-corruption efforts. Indicators include resources used by municipal government departments on anti-corruption training, and ethics complaints or corruption charges.

CAPACITY BUILDING AND NETWORKING FOR CIVIL SOCIETY AND LOCAL GOVERNMENTS IN ASIA

TI chapters in **Indonesia, Malaysia and Pakistan** worked in partnership with local governments for two years to assess corruption in public procurement and, based on this assessment, to design and implement training workshops for stakeholders. A regional workshop in June brought together more than 150 local government and civil society representatives from 20 countries in Asia and Europe to exchange information and build expertise and networks. To conclude the project and share their experiences more widely, the three chapters launched a *Handbook on Curbing Corruption in Public Procurement*, featured on page 24.

NATIONAL INTEGRITY SYSTEMS IN EAST AND SOUTHEAST ASIA

TI coordinated a regional project to undertake nine *National Integrity System (NIS)* country studies in East and Southeast Asia. The NIS studies of **Cambodia, China, Hong Kong, Japan, Korea, Philippines, Singapore, Thailand and Vietnam** showed different levels of effectiveness in the integrity systems in place to promote good governance and curb corruption in the region. They will form the basis of a report of regional trends and best practices.

TI **Bangladesh's** 2006 *Corruption Database Report* stated that the country lost **US \$75 million** to corruption in 2005.

"Kick-backs and crooked deals cost Sri Lanka over 100 billion rupees [US \$911 million], amounting to about a fifth of tax revenue [in 2006]"

– Head of Sri Lanka's parliamentary committee on public enterprises, *AFX News*, 16 January 2007

STRONG VALUES IN NEPAL

Dr Devendra Raj Panday, member of TI's Board of Directors and former president of TI **Nepal**, has fought for decades against corruption and for democracy and human rights in his country. On the morning of 19 January 2006, he was arrested without warning. "They told me politely that they had come to 'take me away' as per 'the order from above'. They did not produce any papers or charge me with anything. They wouldn't tell me where they were to take me." Dr Panday was held captive with other political prisoners in harsh conditions for nearly 100 days.

Dr Panday later learned that he had been arrested for "spreading misinformation" and "threatening national security" – charges related to his work in promoting democracy and fighting corruption after the 2005 coup by King Gyanendra. "To me, anti-corruption and democracy are inseparable. Accountability requires structures and processes that are possible only when people can question their leaders."

Despite the atmosphere of anxiety and apathy about corruption in Nepal, Dr Panday remains optimistic that today's "youthful leadership... can inculcate new values and commitments".



Europe and Central Asia



Big corporate scandals in Western Europe, fierce election campaigns clouded with allegations of corruption in Central Europe and efforts to intimidate civil society watchdogs emphasised the vital role of Transparency International's Europe and Central Asia chapters.

With the agreement to admit **Bulgaria** and **Romania**, the European Union's (EU) "big bang" enlargement came to an end in 2006. Nevertheless, the EU remains the most important force behind anti-corruption reforms in the Caucasus and Central Asia, as well as in South East Europe with future accession candidates.

TI played a key role in consultations with the European Commission (EC) Directorate General for Enlargement in **Brussels** to develop criteria and monitor the progress of anti-corruption efforts in the accession process. As the leading external driver of reform, TI fully supported the EC's fight against corruption in future member states.

EUROPEAN TRANSPARENCY INITIATIVE

TI chapters strongly advocated for greater transparency in the allocation of EU funds. Their work paid off when the Council of Ministers adopted a mandatory disclosure scheme for recipients in December. Through the EC-funded Transparency Through Awareness (TTA) project,

chapters submitted practical recommendations to governments in the **Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland** and **Slovakia** on how to increase transparency in EU funding, supporting the implementation of new disclosure rules at the national level. This decision will help prevent corruption in the use of funds that represent more than 75 percent of the European Union's €126.5 billion [US \$171.2 billion] annual budget.

SMART VOTING IN LATVIA

TI **Latvia's** Vote Smart campaign gathered and published information on political parties and their candidates ahead of the 2006 parliamentary elections. The information included involvement in political and corruption scandals over the past 15 years. Funded by the European Union, this project empowered voters to make an informed choice in the elections. This material is available at www.balsogudri.lv.

ADVOCACY AND LEGAL ADVICE CENTRES

A true grassroots initiative, Transparency International's Advocacy and Legal Advice Centres (ALACs) take the fight against corruption to the individual, offering immediate expert assistance to victims of corruption as they seek justice. Beyond helping citizens on a daily basis, the ALAC helps facilitate the analysis of corruption, adding solid evidence to the pursuit of systemic change.

TI and its partners operated 15 ALACs in 11 countries in 2006. The sheer diversity of cases and people who use the centres – from the unemployed to entrepreneurs, from pensioners to business people – demonstrates the pervasive nature of corruption. Cases range from small bribes to grand corruption involving hundreds of millions of euros. They involve issues of public procurement, use of public assets, privatisation, environment, judiciary, health, education, customs, and planning and development inspectorates.

According to **Armenia's** 2006 *National Corruption Perception Survey*, 89 percent of those surveyed see corruption as a problem, and 64 percent believe that corruption has increased during the past three years.

"Bureaucracy is the most profitable business in Russia, and a growth in bureaucrats is usually followed by a growth in corruption," said Kirill Kabanov, chairman of the National Anti-Corruption Committee, a think tank ... **The average monthly salary of a medium-level federal bureaucrat is about US \$700, but many take home up to US \$1 million per year, Kabanov said.**

– *The Moscow Times*, 13 April 2006

SMALL STEPS ON THE GROUND

Accepting corruption is a luxury **Kazim Aliev** cannot afford. A talkative, educated 73-year-old, Mr Aliev lives with his wife and three daughters in an apartment in Baku, **Azerbaijan**. He used to hold a managerial position with a catering company supplying high schools and universities, and was eligible for many advantages under the Soviet system. After the fall of communism, barely able to live on his meagre state pension, he decided to convert his apartment into a flower shop to earn extra money.

Optimistic about his ability to improve his financial situation, Mr Aliev followed the example of his neighbours and applied to the Baku Executive Committee for permission to undertake changes to his apartment to set up a small business. Shortly thereafter, he was visited at home

by "intermediaries" who offered to facilitate the planning permission for a fee of US \$10,000 which he was unable to pay. Mr Aliev's request was later denied. His only option was to fight for his rights.

Mr Aliev fought for five years to have the decision overturned. Finally, he turned to the Baku Advocacy and Legal Advice Centre for assistance. The ALAC staff agreed that the denial of planning permission was illegal, and advised him how to pursue his case in court. Against all odds, he won.

Mr Aliev is now struggling to ensure that the court decision is implemented by the Baku Executive Committee. His courage and perseverance in standing up to corruption have led to an important legal milestone: administrative decisions are subject to the rule of law, a precedent lacking in many transition countries.



Photo: TI Azerbaijan

The ALAC in Azerbaijan is funded by USAID and OSCE.

4 POLICY AND RESEARCH

Corruption Measurement Tools

Transparency International has long sought to address both the supply and demand sides of corruption in its global measurement tools, providing an assessment of relative levels of corruption around the world. While no single measure captures all facets of the problem, TI has refined its tools to address the many concerns across the anti-corruption movement about corruption in the public and private sectors. But TI is also concerned about public sentiment about corruption – do citizens believe their leaders are doing enough to stop corruption and curb bribery? In addition to its quantitative assessments of worldwide corruption, TI's innovative series of country studies, dating back to 2001, provides rich empirical detail about a country's corruption and integrity, and complements tools and instruments where the focus is more comparative in nature.

CORRUPTION PERCEPTIONS INDEX

In November, TI launched the 2006 *Corruption Perceptions Index* (CPI), examining levels of perceived corruption in 163 countries. This year's launch highlighted the role of facilitators – the legal and financial professionals who facilitate corruption by, wittingly or not, allowing the proceeds of corruption to be moved, laundered, stored and invested. The CPI scored countries on a scale from zero to 10, with zero indicating high levels of perceived corruption and 10 indicating low-levels. Seventy-one countries – nearly half – in the index scored below three, indicating that corruption is perceived as rampant in many parts of the world. Haiti had the lowest score, with Iraq and Myanmar close behind.

BRIBE PAYERS INDEX

TI established the *Bribe Payers Index* (BPI) in 1999, highlighting the supply side of the corruption equation. The 2006 BPI assessed the propensity of companies from 30 of the leading export countries to bribe abroad. It showed that companies from the wealthiest countries generally ranked in the top half of the index, but still routinely pay bribes, particularly in developing countries. In addition, companies from emerging export powers such as China, India and Russia ranked among the worst in bribing abroad. The 2006 BPI reflected the responses of more than 8,000 business people in 125 countries polled in the World Economic Forum's Executive Opinion Survey 2006.

"Corruption is like tango; it is a dance for two. If there is a corrupt customs official, it is because there is a businessman who is rewarding him; if there is a serious tax evader, it is because there is a bureaucrat who is being bribed."

– Nicanor Duarte Frutos, President of Paraguay;
Financial Times online, 14 August 2006.



Photo: dushy18

GLOBAL CORRUPTION BAROMETER

The *Global Corruption Barometer 2006* (GCB) was launched in December 2006 in conjunction with International Anti-corruption Day. It explored how corruption affects ordinary citizens in 62 low, middle and high income countries. The GCB asked people which sectors of society were most corrupt and which areas of their lives were most affected by corruption. In addition, respondents were asked to evaluate their government's efforts to fight corruption. Those surveyed perceived that political parties and parliaments were the most corrupt institutions, followed closely by business and the police. Perceptions about corruption were validated by experiences: 17 percent of those who had contact with the police during the year had paid a bribe. Across the world, two in five said their government was 'not effective' in its anti-corruption work.



For more information, please see: www.transparency.org/policy_research/surveys_indices/gcb/2006

Over 40 percent of respondents in **Albania, Cameroon, Gabon** and **Morocco** paid a bribe in the last 12 months, according to TI's *Global Corruption Barometer*. The same is true of 16 to 40 percent of respondents in **Bolivia, Congo, Czech Republic, Dominican Republic, Greece, Indonesia, Kenya, Mexico, Moldova, Nigeria, Paraguay, Peru, Philippines, Romania, Senegal, Ukraine** and **Venezuela**.

WORKING PAPERS

TI's working papers present an in-depth look at key issues in collaboration with leading experts worldwide, providing the basis for TI interventions at a variety of policy fora. In 2006, working papers were published on key topics as part of TI's effort to strengthen the anti-corruption fight through advocacy. They included *Paying for Healthcare, Corruption in HIV/AIDS* and *Corruption in Humanitarian Aid*. The papers were distributed at the International Anti-corruption Conference, and discussed and debated at TI's Annual Membership Meeting in Guatemala.

NATIONAL INTEGRITY SYSTEMS

The *National Integrity Systems* (NIS) programme was developed by TI as part of its holistic approach to combating corruption. NIS country studies provide in-depth analysis of the key institutions, laws and practices that contribute to integrity, transparency and accountability in a society. In 2006, NIS reports were published for **Bosnia and Herzegovina, Cambodia, China, Hong Kong, Japan, Korea, Philippines, Singapore, Thailand** and **Vietnam**. The reports evaluated anti-corruption reform efforts and failures in each country and provided detailed priorities and recommendations for governmental and non-governmental action. The reports' findings confirm that independent anti-corruption agencies, backed by strong political will, are most effective, and that single anti-corruption agencies are more successful than multiple agencies in combating corruption.

U4 HELPDESK

The U4 Helpdesk is one element of the U4 Anti-corruption Resource Centre located at the Christian Michelsen Institute for development studies and human rights. The Helpdesk is managed by TI and provides in-depth 'U4 Expert Answers' to queries on corruption and international development issues posed by U4 donor agency staff. In 2006, the Helpdesk prepared 38 percent more answers over the previous year. Many had a direct impact on anti-corruption policy. For example, the Helpdesk's work on gender and corruption was used by the Dutch Ministry of Foreign Affairs to revise its *Handbook on Anti-corruption*.

BRIBE PAYERS INDEX 2006

Rank	Country / Territory	Average Score	Rank	Country / Territory	Average Score
1	Switzerland	7,81	16	Portugal	6,47
2	Sweden	7,62	17	Mexico	6,45
3	Australia	7,59	18	Hong Kong	6,01
4	Austria	7,50	19	Israel	6,01
5	Canada	7,46	20	Italy	5,94
6	UK	7,39	21	South Korea	5,83
7	Germany	7,34	22	Saudi Arabia	5,75
8	Netherlands	7,28	23	Brazil	5,65
9	Belgium	7,22	24	South Africa	5,61
10	US	7,22	25	Malaysia	5,59
11	Japan	7,10	26	Taiwan	5,41
12	Singapore	6,78	27	Turkey	5,23
13	Spain	6,63	28	Russia	5,16
14	UAE	6,62	29	China	4,94
15	France	6,50	30	India	4,62

A score of 10 indicates a perception of no corruption, while 0 means corruption is seen as rampant. For more information, please see: www.transparency.org/policy_research/surveys_indices/bpi/bpi_2006

"Corruption is bleeding Africa to death and the cost is borne by the poor. Some estimates put money corruptly leaving the continent at greater than that arriving as aid. Much of the money is banked in Britain or our overseas territories and dependencies and sometimes British citizens or companies are involved in corrupt deals. We want our government to get tough on corruption."

– Hugh Bayley MP, Chair; House of Commons Africa All Party Parliamentary Group, 29 March 2006

CORRUPTION PERCEPTIONS INDEX 2006

Rank	Country	Score	Rank	Country	Score	Rank	Country	Score
1	Finland	9,6	55	Namibia	4,1	111	Albania	2,6
1	Iceland	9,6	57	Bulgaria	4,0	111	Guatemala	2,6
1	New Zealand	9,6	57	El Salvador	4,0	111	Kazakhstan	2,6
4	Denmark	9,5	59	Colombia	3,9	111	Laos	2,6
5	Singapore	9,4	60	Turkey	3,8	111	Nicaragua	2,6
6	Sweden	9,2	61	Jamaica	3,7	111	Paraguay	2,6
7	Switzerland	9,1	61	Poland	3,7	111	Timor-Leste	2,6
8	Norway	8,8	63	Lebanon	3,6	111	Vietnam	2,6
9	Australia	8,7	63	Seychelles	3,6	111	Yemen	2,6
9	Netherlands	8,7	63	Thailand	3,6	111	Zambia	2,6
11	Austria	8,6	66	Belize	3,5	121	Benin	2,5
11	Luxembourg	8,6	66	Cuba	3,5	121	Gambia	2,5
11	United Kingdom	8,6	66	Grenada	3,5	121	Guyana	2,5
14	Canada	8,5	69	Croatia	3,4	121	Honduras	2,5
15	Hong Kong	8,3	70	Brazil	3,3	121	Nepal	2,5
16	Germany	8,0	70	China	3,3	121	Philippines	2,5
17	Japan	7,6	70	Egypt	3,3	121	Russia	2,5
18	France	7,4	70	Ghana	3,3	121	Rwanda	2,5
18	Ireland	7,4	70	India	3,3	121	Swaziland	2,5
20	Belgium	7,3	70	Mexico	3,3	130	Azerbaijan	2,4
20	Chile	7,3	70	Peru	3,3	130	Burundi	2,4
20	USA	7,3	70	Saudi Arabia	3,3	130	Central African Republic	2,4
23	Spain	6,8	70	Senegal	3,3	130	Ethiopia	2,4
24	Barbados	6,7	79	Burkina Faso	3,2	130	Indonesia	2,4
24	Estonia	6,7	79	Lesotho	3,2	130	Papua New Guinea	2,4
26	Macao	6,6	79	Moldova	3,2	130	Togo	2,4
26	Portugal	6,6	79	Morocco	3,2	130	Zimbabwe	2,4
28	Malta	6,4	79	Trinidad and Tobago	3,2	138	Cameroon	2,3
28	Slovenia	6,4	84	Algeria	3,1	138	Ecuador	2,3
28	Uruguay	6,4	84	Madagascar	3,1	138	Niger	2,3
31	United Arab Emirates	6,2	84	Mauritania	3,1	138	Venezuela	2,3
32	Bhutan	6,0	84	Panama	3,1	142	Angola	2,2
32	Qatar	6,0	84	Romania	3,1	142	Congo, Republic	2,2
34	Israel	5,9	84	Sri Lanka	3,1	142	Kenya	2,2
34	Taiwan	5,9	90	Gabon	3,0	142	Kyrgyzstan	2,2
36	Bahrain	5,7	90	Serbia	3,0	142	Nigeria	2,2
37	Botswana	5,6	90	Suriname	3,0	142	Pakistan	2,2
37	Cyprus	5,6	93	Argentina	2,9	142	Sierra Leone	2,2
39	Oman	5,4	93	Armenia	2,9	142	Tajikistan	2,2
40	Jordan	5,3	93	Bosnia and Herzegovina	2,9	142	Turkmenistan	2,2
41	Hungary	5,2	93	Eritrea	2,9	151	Belarus	2,1
42	Mauritius	5,1	93	Syria	2,9	151	Cambodia	2,1
42	South Korea	5,1	93	Tanzania	2,9	151	Cote d'Ivoire	2,1
44	Malaysia	5,0	99	Dominican Republic	2,8	151	Equatorial Guinea	2,1
45	Italy	4,9	99	Georgia	2,8	151	Uzbekistan	2,1
46	Czech Republic	4,8	99	Mali	2,8	156	Bangladesh	2,0
46	Kuwait	4,8	99	Mongolia	2,8	156	Chad	2,0
46	Lithuania	4,8	99	Mozambique	2,8	156	Congo, Dem. Republic	2,0
49	Latvia	4,7	99	Ukraine	2,8	156	Sudan	2,0
49	Slovakia	4,7	105	Bolivia	2,7	160	Guinea	1,9
51	South Africa	4,6	105	Iran	2,7	160	Iraq	1,9
51	Tunisia	4,6	105	Libya	2,7	160	Myanmar	1,9
53	Dominica	4,5	105	Macedonia	2,7	163	Haiti	1,8
54	Greece	4,4	105	Malawi	2,7			
55	Costa Rica	4,1	105	Uganda	2,7			

The score relates to perceptions of the degree of corruption as seen by business people and country analysts, and ranges between 10 (highly clean) and 0 (highly corrupt). For more information, please see: www.transparency.org/policy_research/surveys_indices/cpi/2006

5 COMMUNICATIONS

A Movement with Global Influence

KEEPING THE WORLD FOCUSED ON CORRUPTION

Whether it was bribery of football referees in Italy or misappropriation of reconstruction funds in Iraq, corruption dominated the headlines in 2006. In keeping the public eye focussed on corruption and its devastating effects, Transparency International (TI) demonstrated that bribery and scandals have tainted the lives of millions around the world, offering a message of hope. With over 90 press releases issued, daily news coverage of corruption, in-depth online examinations of central issues and high-profile speeches, TI kept corruption high on the international agenda in 2006.

TI experts were interviewed by the world's most respected global and regional news organisations, including *Al Jazeera*, *BBC World Service*, *Canal Plus France*, *Deutsche Welle*, *Financial Times*, *Newsweek*, *NHK*, *Ô Globo*, *Reuters*, *SABC*, *The Times of India* and *Voice of America*. Multilateral development banks, international organisations, political bodies and parliamentarians turned to TI for support in developing anti-corruption strategies, good governance practices, whistleblower protection and compliance policies.

TI's work is also widely recognised in the wider advocacy community. In a 2006 visit to the TI Secretariat, Bob Geldof identified TI as a key player in the global fight against poverty: "If TI is not present in a country, there is no credibility on aid".

"We want to reach people who will never hear about international anti-corruption conventions, procurement policies or codes of conduct. Corruption hurts people; it can be stopped. That's a real message of hope."

– TI's Chair Huguette Labelle, on the television spot "Marked for Life."

INTERNATIONAL GATEWAY TO THE FIGHT AGAINST CORRUPTION: WWW.TRANSPARENCY.ORG

Transparency International's website www.transparency.org is the leading anti-corruption resource and news portal for anti-corruption practitioners, researchers, journalists and civil society. In 2006, the site received more than 1.6 million visits and nearly one million documents were downloaded. Increasing demand for TI's measurement tools was illustrated by a 135 percent increase in monthly website traffic when the flagship *Corruption Perceptions Index 2006* was launched in November.

In addition to tools and resources for corruption fighters, the website features a bi-weekly *In Focus* section, taking an in-depth look at vital issues affecting the anti-corruption effort. The *Spotlight* section highlights key news items from around the anti-corruption movement, and an *Action Box* offers site visitors the opportunity to take part in organised actions against corruption.

2006 saw the launch of a range of new information services, include the monthly e-newsletter *Transparency Watch*, the daily *Corruption in the News* round-up and direct email subscriptions to TI news.

INTERNATIONAL ANTI-CORRUPTION DAY TV ADVERTISEMENT: "MARKED FOR LIFE"

Under the glare of a surgeon's lamp, gloved hands sterilise a needle. A small child flinches as surgical steel touches skin; the sound of cold metal grates the nerves. The number 115,000,000 flashes across the screen, representing the number of children around the world who are denied an education. Seconds later, the child's arm bears the tattoo 115,000,001, one more child who will remain outside the gates of society unless corruption is addressed.

TI's hard-hitting television advertisement marking International Anti-corruption Day 2006 starkly reminded the viewer that corruption hurts society's most vulnerable, denying them the opportunity for a better future. The message is clear: corruption scars children, families and societies for life.



12th INTERNATIONAL ANTI-CORRUPTION CONFERENCE

The 12th International Anti-corruption Conference (IACC), held in Guatemala City in November, examined the premise: *Towards a fairer world: Why is corruption still blocking the way?* Fourteen hundred participants from 120 countries – representing governments, international institutions, civil society and the media – identified critical challenges to the anti-corruption movement, including the growing danger facing activists.

The conference issued a declaration laying out a detailed action agenda. Other achievements included a unanimous call for the government of Chile to speed up the extradition of former Peruvian President, Alberto Fujimori, to face corruption charges in Peru. A youth declaration encouraged the international community to increase funding for youth-driven anti-corruption initiatives. Finally, the IACC called on the Conference of States Parties to the United Nations Convention against Corruption to adopt an effective follow-up monitoring programme.

In a significant step forward for the region, eight Central American presidents and official representatives signed the Guatemala Declaration for a Corruption Free Region, re-affirming their commitment to achieving concrete outcomes by 2010. For more information, see page 13.



“Issues of corruption for multilateral banks were something we did not talk about 10 years ago. Thanks to the work of Transparency International, this is an issue on everyone’s radar.”

– Luis Alberto Moreno, President, Inter-American Development Bank, 15 November 2006

INSPIRING INTEGRITY IN THE JUDICIARY

Dr Ana Cecilia Magallanes Cortez, winner of Transparency International’s 2006 **Integrity Award**, is one of Peru’s most respected prosecutors, leading the prosecution of some 1,500 members of a criminal network headed by Vladimiro Montesinos, a close associate of former president Alberto Fujimori. Her work led to the arrest of high-profile organised crime figures – including Fujimori, members of the armed forces and media magnates

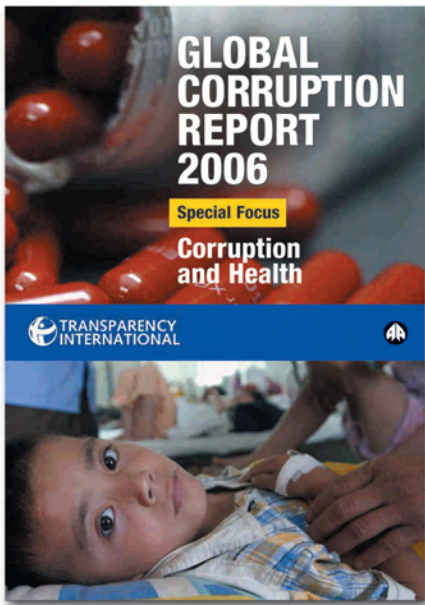
– and helped return millions in assets to the citizens of Peru.

“Dr Magallanes’ investigations brought her up against a government that used disappearances and murder to quell dissidents,” said José Ugaz of Proética, TI’s chapter in Peru. “Dr. Magallanes is a shining example of integrity, courage and professionalism. She is an inspiration for millions of Peruvians.” In a region plagued by mediocre and corrupt judicial workers, Dr Magallanes is a source of inspiration for a new generation of judges and prosecutors.



6 PUBLICATIONS

TI's Publications in 2006



GLOBAL CORRUPTION REPORT 2006

Transparency International's *Global Corruption Report 2006* explores the damaging effects of corruption in the health sector on the provision of essential services, and on human lives. It explores how corruption weakens the fight against HIV/AIDS, undermines the integrity of pharmaceutical marketing practices and facilitates the sale of counterfeit drugs.

Recommendations to increase transparency in the health sector include the adoption of codes of conduct and conflict of interest rules, anti-corruption training and increased monitoring. Forty-five country reports examine the state of corruption around the globe, and a section is dedicated to new empirical findings on corruption and integrity.

In distributing the report, TI targeted health policymakers and other government officials, administrators, doctors, nurses and pharmaceutical executives to ensure its recommendations reached those empowered to make change.

The *Global Corruption Report 2006* is available in English, French and Spanish.

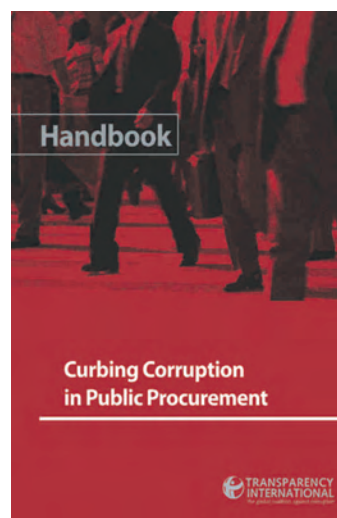
"Transparency International's focus on health is a welcome wake-up call for both developed countries, which are grappling with spiralling health-care costs and increasingly impossible budget control, and for developing countries, which are ravaged by preventable and treatable diseases."

– *The Lancet*, 11 February 2006

HANDBOOK: CURBING CORRUPTION IN PUBLIC PROCUREMENT

The 2006 *Handbook: Curbing Corruption in Public Procurement* is a hands-on guide to promoting transparency and accountability in procurement, using real examples of successful strategies in Asia. It is the result of a two-year project of national chapters in **Indonesia, Malaysia** and **Pakistan**. The project involved working with local governments and stakeholders to map corruption risks and implement capacity-building training for procurement stakeholders.

The *Handbook* was published in English, Bahassan and Chinese, and distributed to public procurement practitioners, school administrators, libraries, civil society organisations, humanitarian aid agencies, multi-lateral development institutions, donors and development ministries in over 100 countries.

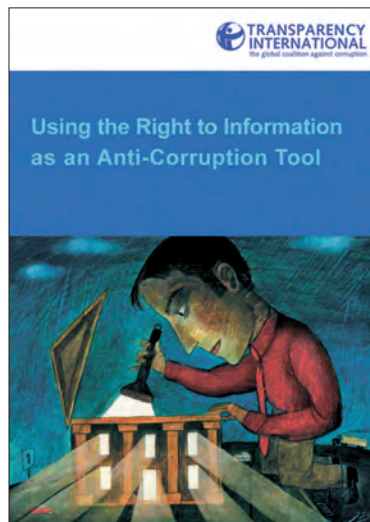


MAPPING THE RISKS OF CORRUPTION IN HUMANITARIAN ACTION

To define the challenge of preventing corruption in humanitarian relief, TI contributed to an extensive report that maps and analyses the risk of corruption in emergency relief operations. The book helps relief workers diagnose risk through a 'Corruption Risk Map', and is based in part on interviews with humanitarian agency staff with experience of natural disasters or civil conflict. The interviews were conducted by TI chapters in **Bangladesh, Bosnia and Herzegovina, Burundi, Guatemala, Indonesia, Kenya, Niger, Pakistan, Sierra Leone and Zambia** and by the Overseas Development Institute (ODI). The book was jointly published by TI, ODI and the Christian Michelsen Institute.

USING THE RIGHT TO KNOW AS AN ANTI-CORRUPTION TOOL

The publication *Using the Right to Know as an Anti-corruption Tool* is a practical guide to help citizens lobby for increased transparency through freedom of information legislation. Based on the lessons of an access to information project run by national chapters in **Bosnia and Herzegovina, Croatia and Serbia** and sponsored by the Open Society Institute, the publication offers ideas on monitoring access to information laws and lobbying for their harmonisation with European standards. Launched on International Right to Know Day, the guide was distributed to the Freedom of Information Advocates Network.



TI's publications are available in pdf format free of charge on TI's website at: www.transparency.org/publications.

REGIONAL SERIES ON ANTI-CORRUPTION CONVENTIONS

ANTI-CORRUPTION CONVENTIONS IN THE MIDDLE EAST AND NORTH AFRICA

As part of a regional series on civil society work on anti-corruption conventions, TI published *Anti-corruption Conventions in the Middle East and North Africa: What Civil Society Can Do to Make Them Work*, to help civil society activists better understand, promote and monitor conventions in the Middle East and North Africa. It has become the principal handbook on setting anti-corruption standards in the region.



ANTI-CORRUPTION CONVENTIONS IN THE AMERICAS

A critical part of the same series, TI published *Anti-Corruption Conventions in the Americas: What Civil Society Can Do to Make Them Work*, which focusses on the United Nations Convention against Corruption (UNCAC) and the Organisation of American States anti-corruption convention. The guide explains how the conventions apply to the Americas, and describes how and why they should be ratified. It also outlines how civil society can monitor conventions to ensure their enforcement.

ANTI-CORRUPTION CONVENTIONS IN AFRICA

This part of the series focusses on the two principal conventions in Africa: the African Union Convention and UNCAC. It explains their uses; describes how and why to promote national ratification, implementation and intergovernmental monitoring; and offers ways to carry out civil society monitoring. The handbook's findings are the result of a capacity-building project among West African chapters and partners in nine francophone countries, including TI **Benin, TI Niger** and **TI Senegal**, funded by the European Union and the Canadian International Development Agency.

7 FINANCIAL INFORMATION

Thank you very much for your contribution!

GOVERNMENTS, DEVELOPMENT ORGANISATIONS AND FOUNDATIONS

€500,000 and over

Canadian International Development Agency (CIDA)
Department for International Development (DfID), United Kingdom
European Commission
Ministry for Economic Cooperation and Development (BMZ), Germany
Ministry for Foreign Affairs of Finland
Ministry of Foreign Affairs, The Netherlands
Royal Danish Ministry of Foreign Affairs (DANIDA)

Between €200,000 and €499,999

Australian Agency for International Development (AusAID)
Government of Guatemala, for the IACC
Norwegian Agency for International Development (NORAD)
Swedish International Development Cooperation Agency (SIDA)
Swiss Agency for Development and Cooperation (SDC)

Between €50,000 and €199,999

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Foreign & Commonwealth Office (FCO), United Kingdom
Irish Aid
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United Nations Development Programme (UNDP)

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Carter Center, USA
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Photo: Che Chapman

You can make a difference!

WHY I DONATE TO TI

In following the political situation in my country, I came to realise that transparency, access to information and open debate are vital to ensuring democracy and socially-balanced progress around the world. After hearing about Transparency International (TI), I took an in-depth look and discovered that the organisation is in touch with the people, and really cares about its mission. I don't have much money to spare, but that mission is important enough for me to make some sacrifices, because I live with the effects of corruption every-day.

I hope that through my contribution, others can see that giving to an organisation like TI is giving something back to the community. And if my money helps curb corruption, then really, I am giving something back to myself. Of course I will demand the highest standards of integrity and competence from TI, along with transparency itself, because transparency and democracy within nonprofits is a very important issue.

– Francisco G. Nóbrega, Brazil

Please refer to the Audited Accounts 2006 for a detailed breakdown of contributions to TI. Classification under the headlines corresponds to amounts recorded as income in the financial report for 2006.

GLOBAL CORPORATIONS FOR TRANSPARENCY INTERNATIONAL

TI seeks to engage all sectors of society in the fight against corruption. The success of this endeavour is reflected in growing support from the private sector. The following companies participate in the Global Corporations for Transparency International (GCTI) initiative and contribute €50,000 or more annually. TI gratefully acknowledges their support in 2006:

Anglo American, Ernst & Young, ExxonMobil, General Electric, Merck & Co., Nexen, Norsk Hydro, Procter & Gamble, SAP, Shell International, UBS, Wal-Mart.

TI also appreciates the generous contributions of Ernst & Young and SAP beyond their support within the GCTI initiative.

OTHER PRIVATE SECTOR DONORS

Credit Suisse, HSBC Holdings, KPMG, Legatum Global Development, XL Capital.

PARTICIPANTS IN PRIVATE SECTOR PROJECTS

The following organisations contributed to TI's private sector projects in 2006: ABB, Amanco, BP, Calvert, Center for International Private Enterprise (CIPE), Consolidated Contractors, European Bank for Reconstruction and Development (EBRD), F&C Asset Management, Fluor Corporation, Halcrow Group, Hilti Corporation, IFIA, Pfizer, PricewaterhouseCoopers, Rio Tinto, SGS, Sika, Skanska, SNC Lavalin, TRACE.

"Our donors – individuals, foundations, governments, international organisations and corporations – play a pivotal role in the fight against corruption. In their vision and generosity, they have recognised the long-term nature of our struggle, and their ongoing commitment to our movement gives us the strength to meet the many challenges ahead. We thank them profusely for their support."

– Huguette Labelle, TI Chair

INDIVIDUALS AND OTHER DONORS

TI is grateful for the generous contributions of: William F. Biggs, Deutsches Institut für interne Revision, European Investment Bank (EIB), Hartmut Fischer, Ministry of Foreign Affairs, France, Gemeinnützige Genossenschaft zum Aufbau der Freien Waldorfschule, Gary Geoghegan, German Corporation for Technical Cooperation (GTZ), Arnesto Goncalves Segredo, George Gund III, K-Pact Council (South Korea), Per Skalen, The World Bank (IBRD), U.S. Agency for International Development (USAID) and Bettina von Bogen.

Transparency International expresses its sincere gratitude to those who donated up to €1,000 in 2006 and to the many individuals and organisations who provided voluntary and pro bono services. TI thanks the law practice Kanzlei Nieber & Winkler for its legal advice.

TI extends its gratitude to the law firm of Covington and Burling for its generosity in providing pro-bono legal assistance throughout 2006.

Make a donation

The support TI receives from individuals is extremely valuable. If you would like to support the international anti-corruption movement, you may donate to TI by credit card or by bank transfer.

ONLINE

Donate to TI online using your VISA or Mastercard. Please visit the secure online donations page at

www.transparency.org/donate

BANK TRANSFER

If you would like to give to TI by bank transfer, please use the following account information:

For donations in Euros

Account Number: 09 33 21 45 00

For donations in US Dollars

Account Number: 09 33 21 45 00 / 400

For donations in British Pounds

Account Number: 09 33 21 45 00 / 006

Account holder

Transparency International e. V.

Bank Name: Dresdner Bank AG

Bank code: 100 800 00

SWIFT Code: DRES DE BB

IBAN: DE64 1008 0000 0933 2145 00

Bank address:

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Patrick Mahassen

Resources Director

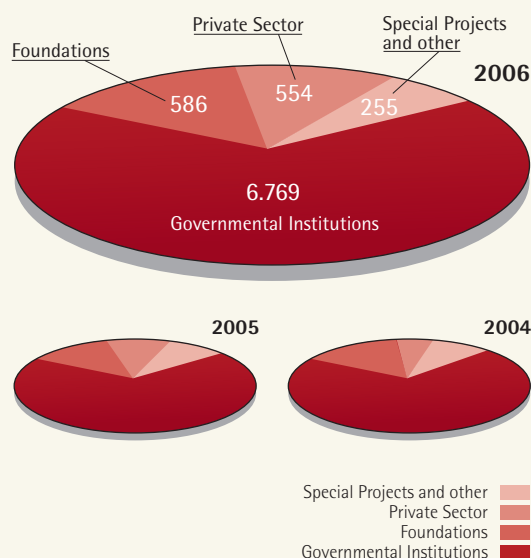
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Financial Report

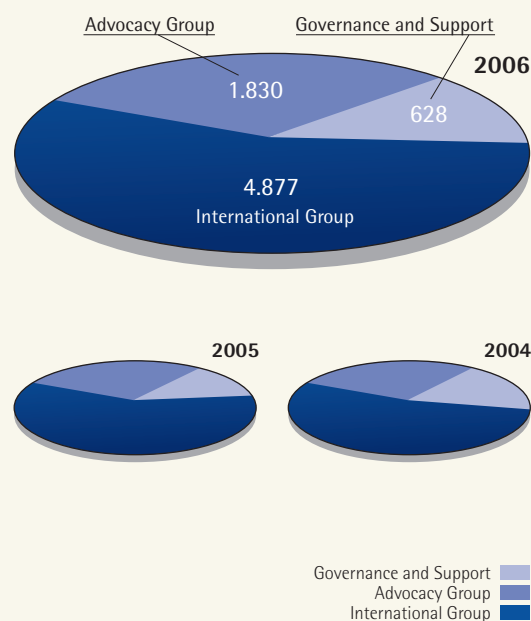
WHERE THE MONEY COMES FROM

INCOME	2006	2005	2004
Governmental Institutions	6.769	5.692	4.976
Foundations	586	512	819
Private Sector	554	523	325
Special Projects and other	255	341	380
TOTAL INCOME	8.164	7.068	6.500



WHERE THE MONEY GOES

EXPENDITURE	2006	2005	2004
International Group			
Global Programmes	1.062	782	745
Americas	704	516	655
Africa and the Middle East	1.023	1.244	1.069
Asia Pacific	962	621	365
Europe and Central Asia	1.126	814	1.324
	4.877	3.977	4.158
Advocacy Group			
Policy and Research	788	515	533
Communications	803	1.174	1.079
Special Projects and other	239	188	101
	1.830	1.877	1.713
Governance and Support	628	442	477
Total Expenditure	7.335	6.296	6.348
Release of Network Reserve	-13		
Allocated to designated reserves	843	772	152
TOTAL	8.151	7.068	6.500



Transparency International e.V. (TI) is a not-for-profit association registered in Berlin, Germany. In compliance with its charter, TI serves solely charitable purposes and is tax exempt. TI's audited accounts are available on its web site, www.transparency.org

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- National Contact

To read TI's accreditation policy, see page 32

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TI'S GLOBAL NETWORK:

- National Chapter
- ▲ National Chapter in Formation
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TI'S GLOBAL NETWORK:

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- ▲ National Chapter in Formation
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To read TI's accreditation policy, see page 32

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The designations National Contact, National Chapter in Formation, and National Chapter do not imply any view on TI's part as to sovereignty or independent status. They are used to clarify an organisation's accreditation status within the Transparency International movement.

The chapter accreditation system has three steps. A **National Contact** enters into an agreement with TI to develop a **National Chapter** in its country. After fulfilling specific requirements and demonstrating its ability to perform, the National Contact may become a **National Chapter in Formation**, earning the right to use the TI name and logo. After approximately two years of successful work, it may be accredited as a National Chapter, with voting rights at the Annual Membership Meeting. In order to maintain its status, a National Chapter participates in a tri-annual Accreditation Review, where performance and adherence to TI principles are evaluated by Transparency International's Board of Directors. In countries where there is no TI presence, a locally based organisation may be designated as a Local Partner. Contact information for these partner organisations may be obtained through the TI Secretariat.

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