



TRANSPARENCY INTERNATIONAL (TI)

BACKGROUND

Transparency International is an international non-governmental organisation founded in 1993 which is dedicated to raising awareness of corruption practices and its impact worldwide. TI develops several policy research publications in its field of work, such as the Corruption Perception Index and the Global Corruption Barometer.

ORGANISATIONAL STRUCTURE

TI is composed of accredited national chapters and individual members who gather at the Annual Membership Meeting where they elect the organisation's central governing body, the Board of Directors, comprised of members of the Executive (Chairperson and the Vice Chairperson) and between 10 and 13 additional members; all serve for a three year term. TI also has an Ethics Committee responsible for advising the Board of Directors, the national chapters and the Secretariat on Ethical Issues. The Secretariat is responsible for liaising with national chapters, coordinating initiatives within them and providing them with methodological support.

ACCOUNTABILITY SUMMARY

TRANSPARENCY

With transparency as a core value of the organisation, TI is committed to openness and transparency towards key stakeholders, which is indicated in the *Secretariat Code of Conduct*, specifically in the 'Impartiality and Confidentiality' section. However, TI does not have any document clearly stating what, when and how information will be made publicly available. Decisions on what will be made available are made on a case by case basis by the Ethics Advisor. TI also has a policy on media enquiries, which should receive responses within 24 hours.

Responsibility for transparency and information disclosure oversight exists at different levels within TI, but overall responsibility lies with TI's Board. The Director of Communications is responsible for responding to media enquiries and promoting organisational openness. The Ethics Advisor is responsible for ensuring compliance with the *TI Code of Conduct*, which includes key transparency commitments. Training for all staff on the *Code of Conduct* is provided every year and new staff are introduced to the core principles of the organisation such as transparency and openness during the induction process. The *Code of Conduct* is available online in English, French and Spanish

Headquarters: Berlin, Germany

Countries of operation: 86

Budget: € 9.09 million (2007)

Employees: 76 (2007)

Website: www.transparency.org

Accountability Initiatives signed up to:

- INGO Accountability Charter
- Extractive Industries Transparency Initiative
- Global Reporting Initiative

2008 GLOBAL ACCOUNTABILITY REPORT RATINGS			
Dimension	Score	INGO Rank	2008 Rank
Transparency	53%	4	8
Participation: External Stakeholder Engagement	79%	4	7
Participation: Member Control	100%	1=	1=
Evaluation	47%	9	24
Complaints & Response: Internal	86%	1=	3=
Complaints & Response: External	82%	1	1
Overall	68%	3=	6=

= denotes tied ranking

PARTICIPATION – EXTERNAL STAKEHOLDER ENGAGEMENT

A guiding principle of TI is to serve as coalition builders and as such to include as many stakeholder as possible in its work; an explicit commitment is made in the *Guidelines for National Chapters*. In addition, the *National Integrity Systems Country Studies* document, which form the basis for country-level anti-corruption work with TI National Chapters, has extensive stakeholder engagement built into its methodology. Stakeholder engagement has also been formalised in key areas of the policy research methodology of TI's *Working Papers*. Furthermore, TI has institutionalised the involvement of external stakeholders at the governance level in two ways. An Advisory Council advises the Board of Directors. This council is composed of individuals from diverse geographical, cultural and professional backgrounds, of recognised personal integrity, and with extensive experience in the areas of TI's work. TI's membership is also open to independent members in addition to National Chapters.

Coalition building is a core TI principle; as such the Board has overall responsibility for this area. On a day to day basis however, individual project and programme managers are responsible for ensuring stakeholders are engaged in TI activities. Staff receive on the job training on specific tools for coalition building depending on their area of work. The *TI-S Code of Conduct*, in which a strong commitment to coalition building is made, is available online in Spanish, French and English.

PARTICIPATION – MEMBER CONTROL

Each accredited National Chapter appoints one of its officers or members to attend the Membership Meeting, of which Individual Members are also part. Both Individual Members and National Members have equal voting rights. During this meeting, the Board is elected by absolute majority. Members can nominate candidates for all executive board seats. The removal of directors can only be done through a resolution of the Membership Meeting, which requires the tabling of an agenda item by any member.

Following this, the removal would require a two thirds vote from the membership. As individual and National Chapter members are granted equal voting rights, TI's equitable member control policy meets all good practice principles for participation.

EVALUATION

TI has no policy or framework guiding the evaluation of its activities. Currently, a *Standard Implementation Report* is being used by TI Managers to set targets for each department and monitor performance. An explicit commitment to evaluation is made in the *Guidelines for TI working Papers and Policy Positions*, where the need for periodically reviewing and revising documents is recognised.

The Department Director has overall responsibility for monitoring and evaluation. On a day to day basis, however, this responsibility lies with project managers, as evaluation is carried out on a project by project basis. Although TI has established an Audit Committee responsible for evaluating performance in relation to key internal management and administrative policies, TI does not commit to evaluate performance in relation to the strategic plan or its operations. TI shows no commitment to using the results of evaluations to inform future decision making or to being open and transparent about the results. TI claims to have a number of mechanisms for sharing lessons across the movement such as regional meetings, annual membership meetings, conferences and newsletters.

COMPLAINTS AND RESPONSE - INTERNAL AND EXTERNAL COMPLAINTS

TI's *Code of Conduct* guides the handling and investigation of complaints from both internal and external stakeholders. The 'Raising an issue/ Whistleblower Protection' section of the *Code* states that both staff and stakeholders can raise concerns about suspected violations of the *Code of Conduct* with the Ethics Advisor and the Ethics Council. The Ethics Advisor or any staff member or stakeholder may request that an issue be addressed in a meeting of the Ethics Council. The Ethics Council reviews the issue raised and when it reaches a conclusion it makes a written recommendation to all parties involved. Decisions can be appealed by addressing the Ethics Council, composed of a member of TI's senior management, a staff representative and a third independent member external to TI agreed on a case by case basis.

The Ethics Advisor is responsible for handling internal complaints and reports yearly to the Board on complaints received and investigated. The contact details of both the Ethics Advisor and all members of the TI Ethics Council, as well as a clear description of how a complaint will be investigated, are provided. Although TI makes no commitment to requiring mandatory discipline for anyone found to have retaliated against a complainant, or to reversing negative consequences suffered by victims of proven retaliation, its complaints handling policy meets most good principles for complaints and response handling.

ONGOING ACCOUNTABILITY REFORMS

A TI monitoring evaluation and planning system (TIME) is being developed. Training was provided to senior management and middle management on evaluation practices in 2007. Similar hands-on training will be provided to all other staff in 2009.

PERFORMANCE SNAPSHOT

Scoring 53 percent, TI outperforms all sector averages for its transparency capabilities. It has a strong commitment to transparency, which is reflected through leadership and training on the issue. However, it does not have a transparency policy and is therefore ranks only 4th among INGOs and 8th overall for its transparency capabilities. TI's solid performance in participation reflects its approach of inclusive and broad based coalition building to achieve its goals. Finally, unlike most organisations, TI has established both strong internal and external complaints handling policies and management systems. TI's largest accountability gap lies in its evaluation capabilities, for which a policy remains to be developed. Overall, TI's top ranking scores in complaints handling bring its accountability capabilities score to a tied 3rd ranking within the INGO sector and a tied 6th ranking overall.

