

**DRAFT STRATEGIC PLAN
TRANSPARENCY INTERNATIONAL CANADA
January 27, 2004**

I MISSION

As a member of Transparency International, Transparency International Canada (TI-Canada) will contribute to the international anti-corruption movement. Our focus is on bribery, in Canada and abroad. Bribery is broadly defined to include cash or in-kind influencers, nepotism and favoritism. As part of this mission, we will urge the Canadian government, Canadian institutions and the private sector to take a leadership position in the international anti-corruption movement.

II PARTNERSHIPS AND SPHERES OF INFLUENCE

To accomplish this mission, we will work with:

All levels of Canadian government with a view to:

- Promoting Canada's participation in and ensuring Canada is in compliance with and effectively implementing international anti-corruption agreements and conventions, especially the OECD Anti-Bribery Convention, the FTAA Convention against Bribery and the UN Convention against Bribery
- Ensuring the adoption and implementation of programs for the effective monitoring of the international agreements and conventions related to anti-corruption
- Ensuring the dissemination of knowledge about the Federal anti-bribery legislation and the harmful effects corruption causes in marketplaces around the world, including Canada
- Encouraging the leverage of Canadian expertise to counter corruption
- Ensuring the inclusion of anti-corruption provisions in trade agreements and grants
- Requiring anti-corruption provisions in contracts and corporate codes of conduct where government financing is involved.
- Developing anti-corruption policies at the federal, provincial and municipal level
- Establishing systems, structures and processes that will minimize the risk that bribery will occur with particular focus on
 - Foreign subsidiaries
 - Political contributions
 - Gifts
 - Commissions
- Encouraging the government and government agencies and departments to take a leadership role in modeling and promoting effective Canadian anti-corruption systems and approaches internationally and to seek out effective models and approaches pioneered elsewhere for use in Canada and abroad.

The Canadian business community with a view to:

- Promoting the active development and implementation of corporate anti-corruption systems. These include but are not restricted to ethics codes with explicit anti-corruption provisions and supporting programs and systems designed to ensure that the codes are put into effective practice
- Providing guidance in the development of codes of ethics and anti-bribery policies and processes designed to ensure compliance
- By encouraging the business community to act as anti-corruption ambassadors in Canada and in the markets in which they operate around the world
- Promoting cross-sectoral partnerships (government, voluntary sector and academic) designed to increase coordination and cooperation in the pursuit of anti-corruption objectives.

International institutions with a view to:

- Building anti-corruption provisions into trade agreements, granting policies, loans and other economic instruments
- Developing policies to encourage compliance with anti-corruption policies and procedures

The general public with a view to:

- Raising the level of understanding of the nature of corruption in Canada and abroad and its harmful impacts on individuals, democratic institutions and practices and economic development at home and abroad

Other National Chapters and other organizations interested in anti-corruption initiatives by:

- Sharing knowledge and expertise with regard to anti-corruption codes, policies and compliance processes through joint programs
- Forming partnerships with a view to pursuing anti-corruption objectives
- Advocating anti-corruption policies and practices in venues in which we have something to contribute.

III STRATEGIC INITIATIVES

Priorities

- (1) We will work to understand what goes on in Canada and what contributes to corruption at the federal, provincial and municipal level and among Canadian businesses with a view to
 - Influencing the Canadian government to take a leadership role in promoting an anti-corruption agenda at home and abroad
 - Building a more comprehensive understanding of the state of corruption in Canada, for example:
 - What people regard as corruption
 - How Canadian companies contribute to corruption internationally

- Problematic areas (e.g. problematic industries, municipalities, specific geographic locales, etc.)
- How the public sector and NGOs contribute to corruption

A primary goal will be to increase the awareness in Canada of the nature of corruption and its destructive consequences here and abroad

- (2) We will work to encourage integration of anti-corruption provisions into bilateral international agreements; for example, the Chile/Canada Free Trade Agreement
- (3) We will work with the Transparency International Secretariat and the international anti-corruption movement to effectively implement Transparency International's various international anti-corruption initiatives, such as the OECD, OAS and UN Conventions, the Business Principles, Integrity Pacts, the Bribe Payers' Index (BPI) and Corruption Perceptions Index (CPI) and the Umbrella Code of Ethics
- (4) (a) We will explore potential associations with other National Chapters, specifically:
 - Trinidad and Tobago Transparency Institute
 - TI Jamaica,
 - TI Chile,
- (b) We will co-operate with other Chapters to implement various anti-corruption initiatives, specifically:
Nigeria:
 - Introduce the concept of the Integrity Pact in the Niger Delta
 - Organize a conference for the Oil and Gas Sector
 - Develop capacity in the NGO sector to monitor progress
 - In conjunction with CIDA, utilize the project as a template for other programs

In evaluating potential activities and projects, we will apply a number of criteria:

- Does the activity connect to or build on economic strengths, leadership or expertise of TI-Canada and areas to which we have ready access and expertise, for example:
 - Natural resource extraction
 - Evidence of or potential for Canadian leadership in a particular industry sector
 - Importance to Canadian trade or international business agenda or Foreign Policy objectives?
- Is there an opportunity or need for Transparency International Canada to have a leadership role?
- Do we have the resources and capability?

- What are the risks?
- Is what is proposed likely to be welcomed by those we are proposing to work with?
- Do we have the requisite language skills?

IV NEXT STEPS

To accomplish our objectives, we will prepare an Annual Work Plan against each of our Strategic Initiatives and record and monitor progress against these goals. The Work Plan will record the required inputs and outputs for each initiative.

V RESOURCES NEEDED

To accomplish our objective, we will give priority to developing competence and expertise with respect to:

- Knowledge of what constitutes corruption in Canada
- Best practice with regard to compliance, monitoring and verification
- Good governance standards
- Anti-corruption tools and resources

To accomplish our objectives, we will seek to develop a resource base including:

- Financial support
- Human resources
- Social Capital
- Links to other organizations:
 - Export Development Canada
 - Conference Board of Canada
 - Canadian Bar Association
 - Canadian Chamber of Commerce
 - Canadian Employers Council
 - KAIROS – Canadian Ecumenical Justice Initiatives
 - Canadian Council for International Business
 - Pacific Basin Economic Council
 - Canadian Executive Services Organization
 - Canadian Manufacturers and Exporters
 - CIDA
 - Canadian Commercial Corporation
 - Global Reporting Initiative
 - Auditor General of Canada
 - International Labour Organization
 - Global Organization of Parliamentarians Against Corruption (GOPAC)

APPENDIX

Glossary of Terms:

Corruption:

“The abuse of entrusted power for private gain.”

Corruption is a contributing factor in national (e.g. northern development) and international (misallocation of aid dollars; costs added to contracts) poverty

Weakens democracy: undermines faith in fair and just government

Corruption: complex
Starts from the top

Bribery:

A subset of corruption

The offer of anything of value, including cash or in-kind influencers, nepotism and favoritism to influence the awarding of a contract or the granting of a position