

## STRATEGIC PLAN 2016 – 2020

### Transparency International-Korea

#### 1. Mission Statement

Corruption blights the lives of millions, and is a root cause of ingrained poverty. It fuels inequality, holds back economic development, and hurts the most vulnerable. Transparency International is the global civil society organization leading the fight against corruption. Our Mission is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of society. Our Core Values are: transparency, accountability, integrity, solidarity, courage, justice and democracy.

#### 2. Vision

Our Vision is a world in which government, politics, business, civil society and the daily lives of people are free of corruption. Domestically, the Chapter can promote anti-corruption activities through engagements with public and private institutions as well as with the civil society.

#### 3. Organizational Goals

Transparency International brings people together in a powerful worldwide coalition to end the devastating impact of corruption on men, women and children around the world. Transparency International develops tools for fighting corruption and works with other civil society organizations, companies and governments to implement them.

#### 4. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

The following SWOT outcomes are from TI-Korea's staff team meeting on 3<sup>rd</sup> February 2016 and from the workshop held on 19<sup>th</sup> February 2016.

##### Strengths:

- One out of more than 100 TI-chapters with international support and access to TI's worldwide network of experts and knowledge
- High reputation amongst Korean (civil) society – very trustworthy; long history of fighting corruption; Korean fight against corruption immediately associated with TI-Korea
- Dedicated staff and board members
- Members' and volunteers' strong loyalty as well as anti-corruption knowledge and expertise; database with more than 200 members who are donating monthly and about 3.000 email-addresses
- Good relation with local governments and other NGOs
- High media attention e.g. on CPI, Trac reports

##### Weaknesses:

- Fragile funding resources and less funding skills; fundraising still isolated within TI-Korea, culturally not yet accepted to ask for money so little support and understanding for fundraising
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- Establishment of a fundraising committee with some of TI-Korea's staff, board and policy members as well as a written fundraising plan that has been approved by all board and policy members

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- Underpaid staff (incentive for leaving job)
  - New strategic plan with new funding sources

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- Limited human resources and experts
  - Mobilize members and volunteers through new programs and bind them stronger to TI-Korea

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- Slow development and changes
  - New communication strategies (e.g. with staff, members and volunteers)

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- Weak in mobilizing TI-Korea's network, don't utilize potential sufficiently enough – TI-Korea should organize more anti-corruption actions and campaigns, publish more public statements, and conduct e.g. local surveys on the perception of corruption amongst the local population in Seoul or other cities
  - Development of a new membership and volunteers program

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- No strong network or popularity outside of Seoul
  - Development of new benefits and events especially designed for different target groups (analysis of current member profile required)

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- Little or no support of national government – main target groups are the local governments, but so far TI-Korea does not receive funding from them

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- Korean website still needs improvement and updating
  - Update Korean website (e.g. email sign-up form, prominent donation link on each page)

#### Opportunities:

- Increasing interest in Korean anti-corruption movement due to a growing social and political concern about corruption (especially after the sinking of the Sewol ferry in 2014 – raising awareness of the problems of corruption and its dangers to everyday life and safety of people); However: “We don't like it” does not necessarily mean that “We will also help to change it”
- OECD member South Korea is a rich country with big companies and a growing number of rich individuals who could be interested in supporting TI-Korea
- Already some cooperation with national companies (e.g. Korean Report “Transparency in corporate reporting”; MOUs with Lotte Home Shopping, KEPCO etc.); TI-Korea's reputation amongst Korean companies is slowly improving
- Can use the recently established Kim Young-ran Law (anti-corruption law) to expand the Chapter's activities

#### Threats:

- Fight against corruption no easy task in Korea due to the current political environment
- TI-Korea is often perceived as a political organization, not as a neutral NGO
  - TI-Korea's communication and programs need to be adjusted accordingly

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- Difficult to show a concrete outcome and success of TI-Korea's projects and programs (no “sexy”, no concrete results)

- Further development and strengthening of projects & programs which could be especially used for fundraising purposes (e.g. youth integrity education, ALAC)

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- Korean companies not progressive yet towards fundraising – profit most important, no social responsibility; do not sponsor unless they see an advantage for the company

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- Business Integrity Program / Friends of TI-Korea

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- Little donation culture within Korean society
- TI-Korea's board members reluctant to engage with Korean companies

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- Engage board members in fundraising (e.g. invite them to join fundraising committee)

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**5. Transparency International-Korea develops its own “Strategy 2020” based on TI-Secretariat’s “Strategy 2020” whose priorities are:  
1) People and Partner; 2) Enforcement and Justice; and 3) Strong Movement.**

1. TI-Korea mobilizes its movement for anti-corruption to build a sustainable ethic-based society in Korea and strengthens efforts to educate transparency and anti-corruption to retain rudimentary ethical and moral standards. Furthermore, TI-Korea Youth, established in 2015, develops its activities and encourages more Korean youths to join the movement.
2. TI-Korea makes its effort to urge people at every level of our society to participate in and implement “transparent society pact”.
3. TI-Korea strives to encourage 1% of Korean population to become the main agent of the movement for society free of corruption and to broaden membership of TI-Korea, who can lead the movement.
4. TI-Korea provides technical and legal effort to make amendment to laws to ensure protection of whistleblowers at private schools and social welfare facilities and establishes and operates TI-Korea's subsidiary “Advocacy and Legal Advice Center”.
5. TI-Korea monitors the implementations of United Nations Convention against Corruption, OECD Anti-Bribery Convention, and G20 Anti-Corruption Action Plan and strives for the installation of “independent” Anti-Corruption Committee as stated in the United Nations Convention against Corruption.
6. In response to the disgrace attached to the Prosecutor's Office, the Police, the Board of Audit and Inspection, and financial audit offices perceived to have received sponsorship and bribery, TI-Korea makes efforts to provide complementary measures to administrative systems and policies such as the establishment of “Investigation Office for Senior Government Officers” and help them remain politically neutral.
7. TI-Korea continues to monitor the Green Climate Fund with a secretariat in Songdo, Korea, for its transparent operations and fundings and establishes and strengthens governance systems with relevant institutions and organizations.
8. In the preparation for the upcoming parliamentary elections in 2016 and in 2020 as well as the presidential election in 2017, TI-Korea provides policy guidelines on anti-corruption and urges political parties and their candidates to adopt and implement those policy advice.
9. TI-Korea monitors in depth transparency, accountability, and integrity in the business sector and makes reports about the elements public, thereby ensuring the continued improvement and efficient implementation of corporate transparency, accountability, and integrity.

10. TI-Korea makes every effort to raise funds for projects and programs on anti-corruption and encourages the public and private sectors and foundations to join this movement.

## 6. Organizational Projects and Programs (2016 – 2020)

*What activities could be especially interesting for TI-Korea's fundraising?*

### 6.1 Youth Program

#### 6.1.1 Teaching Integrity (Workshops with students, parents and teachers)

TI-Korea organizes workshops on integrity and corruption for children, students and young volunteers, and offers awareness education classes at high schools and educational institutes. We provide integrity training for parents, teachers and mentors, assist them in becoming better role models and help them organize study groups that focus on promoting ethical standards.

#### Including integrity education in school curricula

We are cooperating with the Gyeonggi Provincial Education Office, which administers the most populous province in Korea. Following our recommendations, they are now in the process of including integrity education in their curriculum. We offer further seminars to provincial offices, ministries and the media, with the aim of promoting ethics education and anti-corruption policies.

#### 6.1.2 The Honest New Generation (Integrity education for primary pupils)

Transparency International-Korea (TI-Korea) puts special emphasis on the education of youth, believing that the social values of honesty and integrity are best implanted in childhood. Our new program "The Honest New Generation" targets primary school children from grade one to six (age 7-12). Its purpose is to encourage young people's awareness about the importance of integrity through activities like role play, story telling, illustrations, interactive case discussions or field trips. In the past, TI-Korea has successfully cooperated with schools in and around Seoul (e.g. in Guri, Namyangju and Incheon City).

#### 6.1.3 "Kids of Integrity" - Comic and Coloring booklet for children



In order to teach integrity-related subjects at various levels, it is important not only to teach ethical theories, but also provide recent and concrete related examples so pupils can easily connect with. Concrete situations and stories are more effective than abstractions.

So far there doesn't exist a comprehensive, catchy and effective Korean school book on integrity that is adequate for primary pupils. Up to now, our teachers had been combining materials from different school books and brochures and been improvising and working with their own and TI-

Korea's materials.

For that reason, TI-Korea would like to design a comic and coloring booklet meant to be an integrity toolkit for primary pupils. It should include comics and stories on integrity, a song, a poem, paintings and illustrations, a quiz and games (up to 15 pages). This booklet should be engaging and fun to read. Both children and parents might study it. And it would carry messages of courage, honesty, joy and righteousness to the pupils.

Together with local teachers and experts, TI-Korea will prepare, write, edit and design the stories, illustrations and games of the booklet.

### 6.2 Business Integrity Program

Bribery and corruption feature more strongly than ever before on the agenda of companies. New legislation and an increase in enforcement in Korea (e.g. "Kim Young-ran law", a legislation which puts civil servants who accept one million KRW or more in bribes in jail for up to three years) have combined with greater scrutiny on companies' global activities to make this issue a far greater priority than ever before. Transparency International (TI) has unrivalled knowledge and insight into these

developments, through regular meetings with law-makers, regulators and government officials – as well as the practical, on-the-ground experience gained through more than 100 chapters worldwide. TI combines this with a good understanding of the corporate sector through specialist staff and working closely with member companies (for more information please see document “Business Training and Membership Program”).

### 6.2.1 Friends of Transparency International-Korea

Friends of TI-Korea is a network of major national and international companies, convened by TI-Korea, openly committed to high anti-corruption and ethical standards in business practices. Members publicly demonstrate support for the mission and values of TI. Through Friends of TI-Korea, companies also have the opportunity to feed into TI’s own policy documents and strategic positions - and thereby influence the international debate on corruption. Friends of TI-Korea allow companies to have well-informed discussions with their peers and experts in an informal setting, as well as access to TI’s expertise, events and networks.

### 6.2.2 Business Training Program

**Advisory:** Our mission is to help organizations improve their anti-corruption capabilities. We work with most types of organizations, be they small and medium sized enterprises (SMEs), multinationals, public bodies or non-governmental organizations (NGOs). With this in mind, we have designed a number of services that at a basic level can be described as follows: Review and assessment of existing training materials, policies and procedures; Benchmarking anti-corruption procedures against other companies as well as against our own rankings; Risk Assessment based on Transparency International’s global work on corruption, combined with functional and operational risk analysis in order to produce a risk map/report that identifies the risk “hot spots”; Research for organizations that require insight into corruption in specific countries, either for training, risk assessments or other purposes, e.g. *where to invest*

**Training:** We run training programs for organizations in a wide variety of sectors. These range from a generic one hour course for all staff in an organization to help them understand and deal with corruption, to courses tailored to meet specific requirements of organizations.

## 7. Fundraising Goals and Objectives

*What would TI-Korea like to achieve with its fundraising, and until when would TI-Korea like to achieve it?*

### 7.1 Qualitative Goals

- Increasing TI-Korea’s awareness level and degree of popularity as well as understanding for TI’s topics and programs - all over Korea as well as within the public and private sector, especially amongst Korean business and national foundations
- Winning new members and volunteers for TI-Korea and binding TI-Korea’s members and volunteers stronger to the organization (e.g. by increasing their level of satisfaction with TI)
- Mobilizing new target groups as potential members and donors, e.g. younger people, people living all over the country and people with different professional background (e.g. by developing suitable offers to new target groups)

### 7.2 Quantitative Goals

- **Membership:** Database with more than 500 members and supporters (2018)
- **Volunteers:** A pool with more than 100 volunteers (2018)
- **Business sector:** More than 30 new sponsors and/or members of “Friends of TI-Korea” (2018)
- **Major donors:** 5 – 10 major individual donors (2020)

- **Government grants:** Still needs to be discussed within TI-Korea
- **Foundations:** 5 – 10 national and international foundations supporting TI-Korea (2020)

## 8. Fundraising Target Groups

*Who could be interested in supporting TI-Korea's activities?*

**Please note: Analysis of current member profile is required**

8.1 TI-Korea's members, volunteers and individual donors

8.2 Korean-based companies (mainly national business sector)

**Please note:** Fundraising experience from the past 3 years shows that it is most effective to engage with the national rather than the international business sector.

TI-Korea is already supported by several Korean companies (e.g. Pulmuone, Korea Ship Safety Technology Authority, KGB Chemical, Hwa Il Electronics Co) as well as some international companies (e.g. ThyssenKrupp, BASF, Deloitte, Robert Bosch, BMW, Mercedes Benz, Porsche, General Motors, Citi Bank) and has signed MOUs with Korean companies, too (e.g. Lotte Home Shopping); the 2016 Report "Transparency in corporate reporting" will further improve TI-Korea's popularity amongst national and international business.

Some companies that might be interested in supporting TI-Korea are:

+ Members of the UN Global Compact Network Korea (for a members' list please see <https://www.unglobalcompact.org/engage-locally/asia/republic%20of%20korea>)

+ Members of the Northeast Asia Business Integrity School (NABIS) which is supported by Siemens (e.g. Shinhan Bank, Hyundai Securities, GS Engineering & Construction, Homeplus, KEPCO, KT, POSCO, SK, LG Chemical, SK Hynix, Incheon International Airport Cooperation, KB Kookmin Bank, Shinsegae, SK hynix)

+ National and international companies who are already interested in TI's ideas and programs such as Yuhan-Kimberly, Kyobo, SAP, Allianz, Pfizer, BBraun, Finnair, Ernst&Young, PriceWaterhouse-Coopers, Nestle Korea and McDonald's Korea

8.3 Major individual donors

8.4 Government grants (e.g. Korea International Cooperation Agency/KOICA)

8.5 National (and international) foundations

**Please note:** Fundraising experience from the past 3 years shows that it is most effective to engage with national foundations with the main focus of their programs in Korea.

National foundations that might be interested in supporting TI-Korea are Hyundai CMK Foundation, LG Welfare Foundation, the Korea Foundation etc.

## 9. Fundraising Techniques

### 9.1 Digital fundraising

The internet is an increasingly important channel for fundraising.

#### 9.1.1 Website

A key benefit to fundraising through our Korean and English websites is that we can reach a large volume of people at relatively low cost.

Some recommendations, e.g. for our Korean website, include: Make it easy to navigate around with clear links at the top of each page; include a *prominent donation link* on every page (top righthand corner is most popular); include informative content and provide documents like annual reports; use it as an opportunity to engage with people – e.g. get them to sign a petition, offer them an option to provide their email address so that you can keep in touch; think about ‘search engine optimisation’ - this means that search engines can find your website more easily (to find out more, see this guide: <http://bit.ly/seobeginner>).

### 9.1.2 Email and social media

TI-Korea should collect *email addresses* whenever we give lectures, organize workshops or ask people to sign a petition; we should also provide an email sign-up form on our website. This requires a well-planned donor database that provides data and solid reports about donors, e.g. record of people who have given to us over longer periods of time (please see 10.1.1).

*Social media* is not a one-to-many communication tool, but a many-to-many communication tool. In other words, it is not just about us broadcasting our content to others, it is about interacting with the many individuals who use a range of social media channels to communicate with the world. This means that we need to focus on interaction and we need to have the resources in place to manage that interaction. We also need to think about integration because this is how social media channels are now being used.

## 9.2 Telephone Fundraising, Face-to-face-Fundraising, Direct Response TV, Legacies

### 9.3 Direct mail

Direct mail refers to sending appeals to people through the post or email. It is one of the most proven, dependable forms of fundraising. Direct mail can be ‘cold’, meaning sent to people who are not familiar to TI-Korea, or ‘warm’, meaning people who have already given to TI-Korea. It is best to start by targeting any existing ‘warm’ lists that we already have.

Some recommendations include: Entice the recipient to open with an intriguing envelope; Ensure the recipient can quickly read the proposition (what you would do with the donation) and how much you are asking for; Keep language simple and conversational; Make it easy to reply; Put as much effort into designing the response form as you do writing the letter.

### 9.4 Local/community fundraising

Community fundraising is small, grassroots fundraising events which raise a few hundred or even a few thousand dollars for TI-Korea (e.g. most schools raise their money through Christmas bazaars, raffles, quiz nights etc.). *This kind of fundraising works best at the grassroots level because the work is all done by volunteers.* For larger charities, community fundraising works best when the centre provides the fundraising products and local groups can then adapt.

### 9.5 Event fundraising

An event can be of any nature, size, complexity or simplicity. There are events which are run mainly to create publicity and goodwill for an organisation and those which are deliberately planned and implemented to raise money. The range of different types of activities which can be turned into fundraising events is enormous, e.g. Sporting (Walk against Corruption event), leisure, business, educational, and entertainment can all be developed into events which will raise funds.

Some recommendations include: Make sure we have a clear purpose for the event and that our objectives are realistic; plan well in advance; make sure we get the most out of opportunities for free publicity (e.g. inform the local/national newspapers and radio); review and refine after the event to learn from the experience and make it better next time

## 10. Fundraising Strategies

*What are we offering the public, our members and supporters? What is the public's, members' and supporters' benefit of TI-Korea's work?*

### 10.1 Membership Program

**10.1.1 Develop a new membership program** where individual donors receive special privileges or benefits at different levels of giving. Everyone, no matter how much money she/he could spend, should be encouraged to join.

- + *Analysis of our current members' profile* (e.g. age, profession, place of residence)
- + *What amounts should we suggest to new members/donors?* This will depend on the demographics of our target audience (e.g. memberships could range from 10.000 to 100.000 KRW monthly)
- + *Plan what regular donors will receive* (the cost of welcome packs, newsletters and any other items we send donors should not be more than around 10-15% of the value of the donation)
- + *Need of a well-planned database in place before starting regular giving*

*Collect email addresses whenever giving lectures, organizing training/workshops/events or asking people to sign a petition*

*Provide an email sign-up form on our website (the majority of first-time visitors to an NGO website do not return unless they are reminded to do so by an email from the organization or one of its supporters; TI-Korea should provide an e-news sign-up form on our website and send regular bulletins. These can include updates on TI-Korea's work, asking people to participate in campaigns e.g. sign a petition, inviting to events)*

*There are a number of providers of free and low-cost email marketing software. The most well known is called MailChimp ([www.mailchimp.com](http://www.mailchimp.com)). This provides a central database where we can store all our email addresses and use templates to send out emails. The templates use all of the latest best practice techniques (things like offering people the option to opt out of future emails). You can also get a free email sign-up form for your website from MailChimp.*

- + *How should we process regular donations, and how should the accounting processes be integrated with our donor database?*
- + *How should we deal with regular donors who stop payments, inviting them to renew their support?*
- + *How should we ask people to upgrade their regular donations and at what stage?*

### 10.1.2 Bind existing members and volunteers stronger to the organization, upgrade them and encourage them to mobilize new supporters

- *Integrate members, donors and volunteers in the advancement and future trends of TI-Korea and ask for their visions, needs and ideas (e.g. send a questionnaire/survey)*
- *Email people who have recently signed e.g. a petition and invite them to donate 10.000 KRW, explaining why TI-Korea needs help, including a form they can fill in to set up regular payments*
- *Send a special thank you and welcome pack to people who have donated for the first time, explaining how the 10.000 KRW donation will help TI-Korea and suggesting other ways that they can help*
- *Send regular newsletters updating members, donors and volunteers on the impact TI-Korea is making; explain why TI-Korea needs more help, including a form they can fill in to set up regular payments*
- *Encourage long-term members, donors and volunteers to look for new supporters, along with offering special benefits and privileges (e.g. invite regular donors to exclusive events, spend one-to-one time, ask them to join TI-Korea's fundraising committee)*

- Offer special training workshops and other benefits (e.g. field trips) to volunteers
- Mobilize facebook and other social media (e.g. blogging, twitter, YouTube)

### 10.1.3 Start personal solicitation of members (identifying new members and potential major donors with the help of board and staff)

Establish a 5-6 member "Individual Gifts Committee". The committee calls each of TI-Korea's staff, board (18) and policy members (16) as well as advisors (16) and receives 15 names of individuals, companies (incl. contact persons) or foundations (incl. contact persons) whom the staff, board and policy members or advisors feel are capable of gifts of 120.000 KRW a year or more.

Staff compiles the names (around 750) in an alphabetical list and eliminates duplicates. The committee rates and screens the list to focus on the 100 most-likely prospects (the others are put on the mailing list). The committee determines who is best to cultivate and then to solicit these prospects. Utilize board members as much as possible.

The prospects are personally invited by the "best" person to attend an event and private reception afterwards. The following week, prospects are solicited (gift range of 100.000 – 500.000 KRW) to become high level members. Each year, personally solicit 80-100 new prospects to be high level members.

## 10.2 Business Program

TI-Korea would like to be a constructive partner with Korean and international businesses on the road to transparency: Through cooperative way, collective works and coalition building. For that reason, we offer national and international companies the opportunity to work with our national and global network of experts and information, which can assist with ensuring a company's operations and business dealings are corruption free.

### TI Secretariat's Private Sector Fundraising Program

TI Secretariat offered TI-Korea to join their private sector fundraising program. Its primary purpose is to change companies' behaviors in relation to corruption. TI Secretariat will assist TI-Korea in gathering of intelligence on targeted companies, in contacting and negotiating with the companies, in risk management as well as in the cooperation with the donors. In return, parts of the companies' funding will be used for TI Secretariat dependent on the level of funding. TI Secretariat developed four offerings to companies (for more information please see the document "TI's private sector funding").

TI-Korea is very interested in joining TI-Secretariat's fundraising program in 2016 and – after consulting TI Secretariat – will decide about it in a board members' meeting in April 2016.

So far, TI-Korea runs a **Business Integrity Program** which aims to raise anti-corruption standards in Korean-based companies so that they improve their own performance and help raise standards globally while increasing awareness so that individuals and institutions within the private sector do not participate in, enable or endorse corruption.

The program does this through:

#### 10.2.1 Regular Sponsorship

+ Bind existing sponsors stronger to TI-Korea and upgrade them by offering special benefits and privileges (e.g. membership with "Friends of TI-Korea"; compliance training; regular dinner/breakfast meetings with e.g. ACRC/corruption experts as well as other events) and encourage them to mobilize new sponsors

+ *Personal solicitation of new sponsors through board members, partner companies (e.g. Pulmuone, Korea Ship Safety Technology Authority, KGB Chemical, Hwa Il Electronics Co, ThyssenKrupp, Deloitte, Robert Bosch, Lotte Home Shopping) and staff as well as through TI-Korea's events*

### 10.2.2 Business Network “Friends of TI-Korea”

Friends of TI-Korea is a network of Korean-based companies, convened by TI-Korea in 2015, openly committed to high anti-corruption and ethical standards in business practices. This network offers the private and corporate community unique access to Transparency International's worldwide network of contacts and experts and to TI-Korea's anti-corruption expertise (for more information please see the document “Business Training and Membership Program”).

(e.g. *access to resources & expertise* of Transparency International's staff worldwide and to TI-Korea's anti-corruption and legal expertise; regular *business breakfast meetings* on topical issues; two *half-day roundtables* each year with experts and practitioners to share good practice; one *full-day conference* on a topic of interest, e.g. the elements of a good anti-corruption program or money laundering; *free TI-Korea training courses* and priority access for up to 2 employees/persons from each Friends of TI-Korea member at each course; *anti-corruption information updates* from Transparency International; priority mailing of *TI-Korea's newsletter and publications*; priority *invitations to all Transparency International events in Korea* etc.).

### 10.2.3 Advisory and Training Programs

(please see 6.3.2 or the document “Business Training and Membership Program”)

## 10.3 Celebrity endorsement

Celebrities (e.g. TV-star Daniel Lindemann or actress Bu-Seon Kim) can help TI-Korea in a number of ways such as *getting publicity for our cause, giving your organization credibility, and attracting participants to our events*. It might be hard to find contact details for celebrities without paying for an expensive specialist database (e.g. look out for agencies that represent celebrities and check their websites to see who is on their books (and which agent represents them). We should research the celebrity carefully before inviting him/her to help. And we should contact the celebrity about something specific and develop the relationship from there.

Some recommendations include: Research the celebrities that you have in mind to find out if your cause is likely to resonate with them - use the internet, newspapers, magazines etc. to find out about their interests; it is generally easier to get a celebrity on board initially by asking them to get involved with a specific campaign, appeal or event

## 10.4 Major Donor Program

Major Donor fundraising is all about building long-term high value relationships and looking after our donors. It is about building relationships with individuals to the point where they naturally want to make a difference by the level of their donation.

### 10.4.1 Identifying the potential donors and research them

Who are our potential donors? It's best to start with our *existing members and donors*. Are there any hidden gems in our database? Donors who may be giving small sums but have the potential to give a significant gift given the right approach? We have to research the people we've identified – are they good prospects? What can we find out about them?

If we don't have existing donors, we need to generate a list and then narrow it down to the most likely prospects. We have to search for information using *the internet, newspapers/magazines, reference books, databases and competitors' annual reports (where they often publish thank you messages to major donors)*. We have to think about whether individuals have a strong enough connection to our cause or interests and motivations that mean developing a strong connection is likely. However, it is

often soft information that is most valuable, so we have to find out who may know our prospects – we have *to ask our trustees and existing donors who are close to us, even our friends and relatives.*

#### **10.4.2 Plan for potential donors and get them involved**

A plan should be tailored to meet the donors' motivations – the rule is we generally need four prospects at 'ask' to get one donation. We have to engage the donor and build a relationship with them. Are there briefings they can attend or small dinners, breakfast meetings where they can ask questions?

There are techniques to help build a good first contact impression, such as sending people a nice welcome pack explaining TI-Korea's work. There are also techniques to gain and build confidence in the relationships, such as sending people regular reports on progress. As people become more engaged with the organisation, contact may become more personal with regular phone calls and personal visits to stay in touch.

#### **10.4.3 Ask for a gift and say thank you**

Then we should actually ask for a specific gift – regardless of whether we get it. This involves asking and it may also require negotiation. Who should be involved in making the ask (TI-Korea staff, a peer, a partner, a colleague)? Should you do it alone or in a team? How much should be asked for (always make it a specific amount)? What should be asked for? We should have a specific program or aspect of our work that we think will meet many of the donor's interests and concerns.

### **10.5 Government and Foundation Program**

#### **10.5.1 Government Grant**

A (federal, state, local) government grant is the money awarded to a nonprofit organization (NPO) consistent with a contract between the government and the NPO – where the latter provides the service for which the former pays.

There is an application process for all government grants, and not all applicants qualify. Then, when you receive a grant, you are agreeing to carry out the activities described in your grant application and to adhere to all the conditions of the award. All such grants include various conditions, one of which is always that the grantee must provide periodic financial and program reports on their “contractual” activities.

#### **10.5.2 Foundations / Grant-making trusts**

Grant-making trusts are the main stay of many small charities. Trusts tend to provide substantial sums of money over a specific period (e.g. three years) or for a specific project. The task is to work out which of our activities fit the criteria of grant-making trusts, for trusts also very rarely give to an organization as a whole but to specific projects.

Most important is a proper research before sending an application. TI-Korea's experience shows, receiving money from international foundations is a difficult task. The most effective way might be to approach Korean charity trusts and foundations.

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## **11. TI-Korea calls on member companies in Korea of the CSR movement and UN Global Compact to cooperate**

- TI-Korea proposed the establishment of the Global Compact Network Korea in September 2007. Since then, TI-Korea has been active, along with 279 member businesses and organizations.

- TI-Korea signed the integrity business agreement with Korea South-East Power Co., Korea Railroad Corporation, Korea Racing Authority, Korea Transportation Safety Authority, Seongnam Development Corporation, Seoul Metropolitan Government, all of which are part of the Global Compact Network Korea and are committed to promoting transparent and corruption-free society and business. Moreover, Pulmuone Holdings Co., Ltd provides financial support to TI-Korea on a monthly basis.

- TI-Korea plans to propose installing Business Integrity Program and Youth Integrity Program to the abovementioned companies and organizations and other members of the Global Compact Network Korea, thus making efforts for and ensuring continued fundraising.

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## **12. TI-Korea develops and implements proper and professional HR procedures in line with Korean national laws, including recruitment and contracts with paid staff.**

- TI-Korea plans to adopt thorough and transparent HR procedures including official contracts for all staff members.

- Currently TI-Korea signed contracts with 3 full-time staff in accordance with Korean national laws.

- TI-Korea invites a number of people, be they paid staff, volunteers, or interns, to join the activities of our organization.

- Annually TI-Korea operates programs to train instructors for integrity education so as to help encourage more anti-corruption activists

- TI-Korea plans to expand its human resources, including recruitment of staff responsible for more expanded and detailed fundraising projects.

- TI-Korea ensures that every member staff understands organizational goals and objectives and his or her clear and relevant role at TI-Korea.

## 13. Implementation: Action plan with fundraising activities in 2016

### (Projects, Programs and Events)

#### 13.1 Membership Program

##### 13.1.1 Develop a new membership program

What?	Results	Who?	Costs	Until when?
Database software	Stores donors' data (e.g. email addresses) and uses templates to send out emails Provides data and solid reports about donors, e.g. record of people who have given over longer periods of time	Lee Hae-In / TI-Korea Secretariat	About 40.000 KRW per month plus additional fees pro subscription	June/July 2016
Korean & English websites	Easy to navigate Prominent donation link on every page Email sign-up form E-news sign-up form to send regular bulletins/newsletters Search engine optimisation	Lee Hae-In	150.000 KRW	June/July 2016
Membership structure	Membership ranges from 10.000 to 100.000 KRW monthly Welcome packs, newsletters, opinion survey & other benefits to new/regular donors & volunteers	You Han-Beom, Karoline Richter	500.000 KRW until 1.000.000 KRW	June/July 2016
Direct mailing	Regular mailings to inform and upgrade members, donors & volunteers	Lee Hae-In	50.000 KRW	June/July 2016

##### 13.1.2 Solicitation of new members, companies & charity trusts

What?	Results	Who?	Costs	Until when?
Establish fundraising committee	Organizes solicitation	Lee Sun-Hi (co-chair), You Han-Beom (executive director), Yoon Jang-Hyeok (CEO Hwa Il Electronics), Kim Gyu-Beom (CEO KGB Chemical),		March 2016

		Abraham Sumalinog, Lee Sang-Hak, Karoline Richter (all 3 TI-Korea staff)		
Internal research	<p>TI-Korea's staff (7), board (18) and policy members (16) as well as advisors (16) each list 15 <i>names of individuals, companies</i> (incl. contact persons) or <i>foundations</i> (incl. contact persons) whom they feel are capable of gifts of 120.000 KRW a year or more</p> <p>TI-Korea's volunteers and members as well as sponsors/partner companies recommend individuals, companies and/or charity trusts whom they feel are capable of gifts of 120.000 KRW a year or more</p>	Fundraising committee		April 2016
External research	Gathering information using the internet, newspapers/magazines, reference books, databases and competitors' annual reports (where they often publish thank you messages to major donors).	Fundraising committee	100.000 KRW	April 2016
Evaluation	Alphabetical list with names (at least 750), beware of duplicates	Lee Hae-In/ TI-Korea Secretariat		May 2016
Recruitment	<p>List with 100 most-likely prospects (the others are put on the mailing list)</p> <p>List with prospects who are best to cultivate and then to solicit</p>	Fundraising committee & board members		May 2016
Fundraising	Personal invitation to prospects by	Fundraising		June/July 2016

events (for different target groups) <i>Please see 13.3</i>	the "best" person (e.g. board member) to attend TI-Korea's events	committee & board members		
Solicitation	Prospects are solicited (gift range of 100.000 – 500.000 KRW) to become high level members. Each year, personally solicit 80-100 new prospects to be high level members.	Karoline Richter		June/July2016

### 13.2 Celebrities Endorsement

What?	Results	Who?	Costs	Until when?
Research	TI-Korea's staff and board members each <i>list one national / international celebrity</i> whom they feel might be interested in supporting TI-Korea	Fundraising committee		April 2016
Solicitation	Personal invitation to support a TI-Korea campaign/project/appeal	Fundraising committee & board members		June/July 2016

### 13.3 Business and Major Donor Program

#### 13.3.1 Event Fundraising

What?	Target Group	Results	Who?	Costs	Until when?
Business Integrity workshops about e.g. results of TRAC Korea, financial laundry and other topical anti-corruption issues	Business community	1 - 2 new sponsors/members for "Friends of TI-Korea" per workshop	Lee Sang-Hak (Senior policy member)	1.000.000 KRW per workshop	May and July 2016 as well as 1 more workshop in November 2016
Open Forum Conference e.g. on new anti-corruption legislation/"Kim-Young-ran law"	Business Community, civil society, politics	2 - 3 new sponsors/members for "Friends of TI-Korea"	Lee Sang-Hak	3.500.000 KRW	September 2016
Business breakfast/lunch/dinner meetings with board members, partners and experts	Business community	1 - 2 new sponsors/members for "Friends of TI-Korea" per meeting	Lee Sang-Hak, Karoline Richter	550.000 KRW per meeting	1 per month or every two months, starting in April/May 2016

Roundtables with experts and practitioners to share good practice, stay up to date with the latest issues and thinking in corruption and transparency, and receive updates on legal and regulatory matters	Business community	1 - 2 new sponsors/members for "Friends of TI-Korea" per roundtable	Lee Sang-Hak	400.000 KRW per roundtable	September and November/December 2016
Transparent Society Award Ceremony	Members & Partners, Major Donors, Business community, Politics	One new major donor	You Han-Beom	3.500.000 KRW	December 2016
<i>Anti-Corruption Training Courses</i> (on topics such as supply chains, use of agents and intermediaries, mergers and acquisitions due diligence)	Business Community		You Han-Beom	1.000.000 KRW per training	Dependent on demand
Integrity Seminars/ Workshops	Education Sector (University, Schools, Educational institutes)	2-3 new members/volunteers per workshop	You Han-Beom	1.000.000 KRW per workshop	Several workshops per year, dates not fixed yet
Anti-Corruption Walk	Public	Mobilize new members, volunteers, donors	You Han-Beom		Event not decided yet
Anti-Corruption Concert	Public	Mobilize new members, volunteers, donors	You Han-Beom		Event not decided yet

**Note:**

The empty slots (boxes) above will be filled in as soon as the Chapter has done meetings and consultations with staff, board members and relevant persons and other parties of the whole plan. For example, this coming March there will be a first Fundraising Committee meeting that will plan and set schedules and logistics for its activities.

## TI Korea Strategy 2020 Change Goals

Transparency International Korea's Strategy 2020 has the following major focal activities: 1) Citizen participation and partnership strengthening (People and Partner), 2) Full and proper implementation of law (Enforcement and Justice), 3) Strengthening civil society movement (Strong Movement). TI Korea adopts the three focal activities from Transparency International's Strategic Plan 2020. Taken the three points as a basis, TI Korea endeavors to match up the economic development of the country with the following clear goals: 1) increasing the level of national integrity through various anti-corruption activities; 2) push the government to properly establish, implement and strengthen anti-corruption laws, 3) properly point out and speak about corruption issues (timely), 4) focus a major anti-corruption agenda, and 5) strengthening the chapter to continue its pursuit for anti-corruption activities. Below, you can find the detailed TI Korea's five-year plan and clear goals.

### 1. Youth Ethics-based strengthening activities

Korea 2020 Transparency International Strategic Agenda 1. We have developed a powerful movement for sustainable construction based on ethics and strengthen anti-corruption education in schools and communities to restore the fundamental ethical standards of the society. The organization, TI Korea Youth (TIKY), was launched in 2015 to strengthen the chapter's youth activities and to facilitate the participation of youth for ethics/anti-corruption activities.

#### 1) Youth Integrity Activities Competition

- annually, 10 teams of youth are being awarded some funds to perform integrity-related activities. Each team will decide a particular, establish plans and schedules to fulfill their project that targets promotion of integrity among youth
- Budget: (Anti-corruption and Civil Rights Commission sponsors the programme)

#### 2) Transparency International Korea Youth (TIKY) Committee Activities

- Transparency International Korea Youth Committee formed in 2015: progress earnest activity (Transparency International Korea Youth TIKY)
- Youth Integrity Campaigns, e.g. distribution of leaflets with anti-corruption themes
- Integrity Awareness-raising debates
- Budget: (Civil Rights Commission, support projects such as Bosch Korea)

#### 3) Anti-Corruption - Integrity Education

- anti-corruption/integrity education activities for: institutions, companies, schools and organizations

- integrity education at elementary schools, promotion of integrity by visiting integrity sites (ThyssenKrupp Elevator Korea - corporate sponsorship)
- Promoting integrity Instructor Training Program (to promote corporate sponsorship)

4) Sustained campaign against abuse of presidential pardon power

- Campaign against indiscriminate use of presidential power to pardon corrupt business people and popular personalities involved in great scandals
- Continually fight to institutionalize the efforts to prevent the abuse of presidential pardon power

**2. Restoring the Korean Pact on Anti-corruption and Transparent Society Convention (K-PACT) movement and its expansion**

TI Korea Strategic Plan 2020 task 2: To revitalize the “transparent society conventions” (K-PACT) that can promote a transparent society and society with integrity

1) Korea Network on Anti-Corruption and Transparency (KNACT) is active in the following activities and groups

- NGOs, local councils Transparent Society Convention practice, public institutions, such as the Civil Rights Commission
- Workshops, regional networks, write newsletters and casebook, exploring best practices of integrity and anti-corruption by public and private institutions or companies

2) Signing an MoU with relevant guidelines for a joint cooperation projects

- Signing an MoU and establish guidelines for evaluating institutions
- MoU signing to promote corruption reporting centers in institutions, for joint campaigns, policy debates, organizational diagnosis, case studies exploration

3) Support for a newly established transparent society convention

4) Support regional Transparent Society Convention Committees

- Providing support for Ansan-si, Guri, Daegu, Gyeongnam in activities such as consulting, training, operational support, etc.
- Offering support to help improve the legal system of the local government through the practices of local network conventions

**3. 1% movement and public relations, organizational strengthening activities**

TI Korea Strategic Plan 2020 task 3: We strive to lead the 1% of the whole population subject to the transparency and social movements committed to the expansion of Korea, Transparency

International members lead the exercise centered.

1) Membership expansion

- Expanded to 1,000 in the last few years, the scale of 200 expert members dues 2018
- Strengthen the coherence and vitality members and members the day of the meeting, Members Survey (issue policy) and promote communication

2) Holding the Supporters' Night

- Wed, December 9th place with Transparent Society Awards

3) strengthening business promotion

- An appropriate statement of poetry, reviews, press release
- Utilize Korean and English e-mails, newsletter, Facebook, Twitter the day-to-day online communications activities.
- Quarterly English newsletter sent to Transparency International, Transparency International and national
- Via e-mail each month Corruption - Corruption in selected Member News / strengthening of public interest and participation
- Monthly corruption news updates

4) Anti-Corruption Ambassador appointed

- It should be appointed by the anti-corruption activities in the face of Korea ambassador, Transparency International

#### **4. Establishing an Advocacy and Legal Advice Center (ALAC)**

TI Korea Strategic Plan 2020 task 4: We are committed to the protection of public interest by receiving reports and complaints regarding corruption and integrity issues from private schools, social welfare centers, etc. and providing them advice

1) Transparent Society Awards

- Annual event is
- being held to award people/individuals/institutions for practicing integrity in their environment
- Aims to improve the level of transparency and integrity of the society

2) Install the people's reporting center (ALAC)

- reestablish the online in public reporting center (smg.or.kr) (first created in 2013)
- Join Transparency International conferences, training programs for ALAC installation and operation
- MoU signing authority understand introduction into a form that stakeholders can report directly
- Establishing a network of Lawyers and experts to support the center
- Request for operations assistance from Transparency International

3) whistleblower protection solidarity activities

- Establish activities that can help protect whistleblowers against unfair dismissals by corporate sectors

## 5. Assessment systems innovation and public sector surveillance practice

TI Korea Strategic Plan 2020 task 5: We strive monitoring the United Nations Convention against Corruption, OECD Anti-Bribery Convention, G20 Anti-Corruption Action Plan and to make the Anti-corruption and Civil Rights Commission to become an 'independent' entity according to the mandate by UNCAC

- 1) independent anti-corruption agency to restore movement
  - 2013 Congress of Justice System Reform Task Force has agreed to deploy joint activities to encourage the implementation of anti-corruption policy challenges such as the installation of anti-corruption institutions should be in
  - The government, deploying activities that require independent anti-corruption agencies should be restored to the party
  - Go public in the international community and organizations such as the International Solidarity signed joint letters
- 2) OECD Anti-Bribery Convention's implementation monitoring
  - Continuing operations per year (Every year)
- 3) UN Convention against Corruption Monitoring implementation
  - UN Convention against Corruption implementation of an independent monitoring report
- 4) G20 Anti-Corruption Action Plan Implementation Monitoring
  - Continuing operations per year (Every year)
- 5) implementation of the Convention and other international inspection
  - APEC Anti-Corruption and Transparency Experts' Task Force
  - ADB / OECD Anti-Corruption Action Plan
  - International Development Cooperation Civil Society Forum (KoFID) Participation
- 6) Transparency International Korea actively act as headquarters
  - Transparency International Asia-Pacific Regional Conference, attended the Annual General Meeting

## 6. Assessment systems innovation and public sectors **monitoring activities**

TI Korea Strategic Plan 2020 task 6: We are striving to establish stronger system that will prevent corruption and its recurrence being committed by people in high positions including judges, auditors, police, etc.

- 1) Kim Young Ran Law prohibits giving of gifts, favors, etc.

- we co-host forum to ensure the proper establishment of the law
- Holds joint press conferences with various groups, including NGOs
- 2) Activities for the promotion of integrity education
  - Gyeonggi Provincial Office of Education, the Seoul Metropolitan Office of Education, Department of Education, Chungbuk, Chungnam Office of Education and co-promotion
  - Lectures, integrity consulting, joint campaigns, joint debates, etc.
  - School athletic department, specialized topics, such as after school, corporation, school lunches, field trips,
  - Budget: Gyeonggi Provincial Office of Education, the Seoul Metropolitan Office of Education, Department of Education, Chungbuk, Chungnam Office of Education
- 3) promote integrity activities for the local government sector integrity
  - Joint projects with local authorities by signing MoUs with agencies, Congress
  - Lectures, integrity consultation, joint campaigns
  - Excavation management agenda for improving local government integrity
  - Budget: by MoU signed burden municipalities
- 4) activities to promote the national defense sector integrity acquisition
  - National Defense corruption survey of the British Transparency International (TI-UK) simultaneously announced
  - Defense, acquisition of business interests and continue to research, policy recommendations, etc.
- 5) Take surveillance policy
  - Seeking ways of solving problems and dig MRG project
- 6) Ombudsman proposed activities such as monitoring and policy-making through citizen participation
  - Ombudsman, agencies monitoring through the various committees involved, participation report publication
- 7) strengthen information disclosure activities
  - Public sector monitoring through information disclosure billing, data analysis, etc. presented
  - The campaign for the spread of information disclosure
- 8) statement, reviews, press releases, etc. with constant monitoring, propose policies for the public sector

## 7. Green Climate Fund monitoring Activities

TI Korea Strategic Plan 2020 Agenda 7: We build and strengthen institutions, organizations and governance by monitoring their activities related to the transparent operation of the Green Climate Fund and the Fund Executive (GCF) with a secretariat in Songdo, Korea.

- 1) Green Climate Fund transparency monitoring activities, especially on procurement
- 2) engagement with civil society to collaborate in monitoring activities and policymaking

## 8. NGOs suggested joint policy development activities

TI Korea Strategic Plan 2020 Agenda 8. We are in 2016, according to the general election and the presidential election of 2017 in 2020 to establish the necessary anti-corruption policy must be clear and transparent for our society, in collaboration with NGOs to major political parties and candidates require the adoption and shall endeavor to implement.

- 1) Joint Anti-Corruption policy recommendations follow-up and monitoring requirements
  - In 2016, according to the general election and the presidential election in 2017 of the 2020 civil society organizations demanding the acceptance of the joint anti-corruption policy recommendations of the NGO Solidarity with gyeongsilryeon, People's Solidarity for Participatory Democracy, Korea, Transparency International, Korea YMCA national federations, Heungsadan Organization promotion of joint activities, such as
- 2) the National Anti-Corruption Network Support Activities
  - Network supports anti-corruption agenda, operations, activities of grassroots civic groups in 27 national regions
- 3) participate in civil society anti-corruption solidarity tasks
  - TI Korea is a member of Steering Committee

## 9. Corporate Integrity Movement

TI Korea Strategic Plan 2020 Agenda 9. We try to be as in-depth as possible in monitoring the transparency, accountability, integrity of the corporate sector by publishing a report about the companies and improve the transparency, accountability, integrity and see to it the rules are effectively enforced it.

- 1) corporate transparency (Transparency in Corporate Reporting: TRAC) survey released
  - Corporate Transparency Report issued based on the information available in order to take advantage of ventilation and social interest in corporate transparency
  - 50 major companies in the anti-corruption policy, announced as the priority measures and the transparency of financial organizations
  - The survey was conducted in 2015 and continues to promote additional activities for corporate integrity since the end of March 2016
  - Budget: Transparency International Support
- 2) Lotte Home Shopping and cooperation projects
  - Lotte Shopping form signed MoU -2014 year in August and cooperation projects
  - Corporate Integrity Assessment, held forums and seminars to promote corporate integrity
- 3) Anti-Bribery Business Principles (BP) edition published translation

- 4) corporate integrity training program ready
- 5) enterprises, the private sector, including integrity monitoring private schools, childcare centers, social welfare facilities
- 6) statement, reviews, press releases, etc. to constantly monitor activity on the corporate sector, policy proposals

## 10. Fundraising campaign for anti-corruption activities

Korea 2015 Transparency International Strategic Agenda 10. We are committed to this effort to raise money for the anti-corruption activities, including the public sector, as well as the private sector and foundations to join in this movement.

- 1) Established a fund raising committee
    - Organized a fund raising committee established is composed of TI Korea Executive Director, Fundraising officer, and board members, etc.
  - 2) Friends of TI-Korea
    - Consists of companies that work with TI Korea
    - Initially will comprise of mainly foreign companies operating in Korea and will gradually include local companies
    - Regular meetings, seminars, training, anti-corruption, corporate integrity, business-sponsored activities
-