



2022 Annual Report

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Countering corruption's evolving face



Gretta Fenner
Managing Director



Peter Maurer
President

For decades corruption was seen primarily as an instrument for personal, short-term enrichment. Today, we see political forces, business and other non-state actors alike wielding corruption as part of their domestic, geopolitical or corporate agendas. Conflicts of interest, nepotism, influence peddling, manipulation of legislative processes... these tools, amplified by disinformation and a lack of accountability and transparency, are destroying level playing fields and fair power competition.

Also, we do have today a greater understanding of the systemic and long-term destructive effects of corruption and poor governance on our societies and our planet. The negative impacts stretch from social cohesion to the environment, to basic health and education, and to peace and security, to name but a few.

And we have much greater insight into the role of different stakeholder groups, both when they are part of the problem and when they are part of the solution.

But while we understand corruption better and see more international drive to fight it, we don't see enough progress. Also, we get more opposition to our work. For example, in the form of "lawfare" against anti-corruption prosecutors, of intimidation and the killing of journalists, and of shrinking space for civil society and thus for transparency and accountability.

We therefore continue to ask ourselves if we have the right tools and are applying the right methods, and if we learn, adjust and improve sufficiently. We are convinced that with our multi-pronged and "all-

hands-on-deck" approach, we are on the right track to defend the gains that the global anti-corruption movement has made in the past two decades, and to continue making tangible inroads.

Ukraine has been a renewed focus of our work, building on our existing country programme that dates back to 2014. Our work there illustrates how we operate, and in turn what we believe can help tip the balance:

First, we look at anti-corruption from an asset recovery angle, because if crime doesn't pay, it loses its attractiveness. We contribute our hands-on experience to debates on confiscating assets linked to war-related sanctions. Fully using legal means to recover illicit assets will provide funds for Ukraine at a time of immense need, we argue. It also supports prevention and deterrence, by strengthening both corruption defences and asset recovery mechanisms, and ending the type of kleptocracies that harm societies.

Second, we look at mechanisms in place to prevent corruption happening in the first place. For example, our support for anti-corruption

compliance in Ukraine's major state-owned infrastructure agencies expanded in 2022 as their scope extended to cover reconstruction. With significant amounts of money set to flow to support recovery, strengthening internal controls and boosting integrity in this sector will be critical, so that neither money nor trust is lost. In offering this institutional support, we engage, we listen, we share our experience, and hope to guide the country's decision-makers in finding solutions that work in their context.

A third theme for our interventions is breaking down silos to foster dialogue and learning between stakeholders. In that spirit, we are a founding member of the RISE Ukraine coalition, which unites civil society and international actors and is actively backed by Ukraine's government. The idea in this, and many other contexts around the world, is that all stakeholders can work collectively for a transparent and sustainable reconstruction and rehabilitation of society. In the same vein, our Collective Action team is mentoring organisations on how to engage across stakeholder groups to foster integrity and transparency.

And it underlies our asset recovery and Green Corruption communities of practice, which bring together often segregated professionals to share experiences and seek solutions to a common problem.

Overall, demand for our work has not ceased – to the contrary. Our partners are facing enormous challenges. In 2022, we therefore expanded to 12 countries with a permanent field presence, plus many other countries where we work through our Basel-based team and numerous local and regional partners. We also see a growing demand from state-owned enterprises for assistance to strengthen their internal compliance systems. This is a positive sign that anti-corruption is crossing into sectors that previously were less responsive.

Wherever we can, we seek to pass on our knowledge and enable others to help multiply the impact of anti-corruption action, be it through education, partnerships, communities of practice, mentoring, sharing research or practice-based advocacy.

The stories in this annual report showcase some of our successes

in anchoring anti-corruption in new communities, and in making multi-stakeholder collaboration against corruption a global norm. Meanwhile, you'll read how we have been promoting under-used asset recovery mechanisms like illicit enrichment and non-conviction based forfeiture, and advancing tools like behavioural science and social network analysis for anti-corruption.

Despite the immense challenges of countering corruption's evolving face, we see in so many places that unity, creativity, persistence and courage can tilt the balance to more inclusive societies. This motivates us, and we look forward to working with our partners from across the world to continue contributing to this positive change.

Who we are, what we do



Public Governance

Our Public Governance team connects corruption research with anti-corruption practice. In 2022, the team generated new evidence on behavioural anti-corruption interventions – including through a pilot project in Tanzania – and analysed informal networks involved in corruption and money laundering. Their technical assistance, from anti-corruption strategy development to political economy analysis and project design, spanned 10 countries.



Green Corruption

This multidisciplinary programme targets the corruption and weak governance that drive environmental degradation. Our team expanded into two new countries in 2022 – Bolivia and Indonesia. Ten new team members joined to support our partners in government and civil society in preventing and combating green corruption.



Asset Recovery

Our International Centre for Asset Recovery (ICAR) works globally to strengthen asset recovery capacity, practice and policy. Our team of 40+ specialists supported 33 anti-corruption and judicial institutions in 18 partner countries in 2022, achieving 21 convictions and three confiscation orders. In addition to 14 training programmes, we organised several peer-learning events.



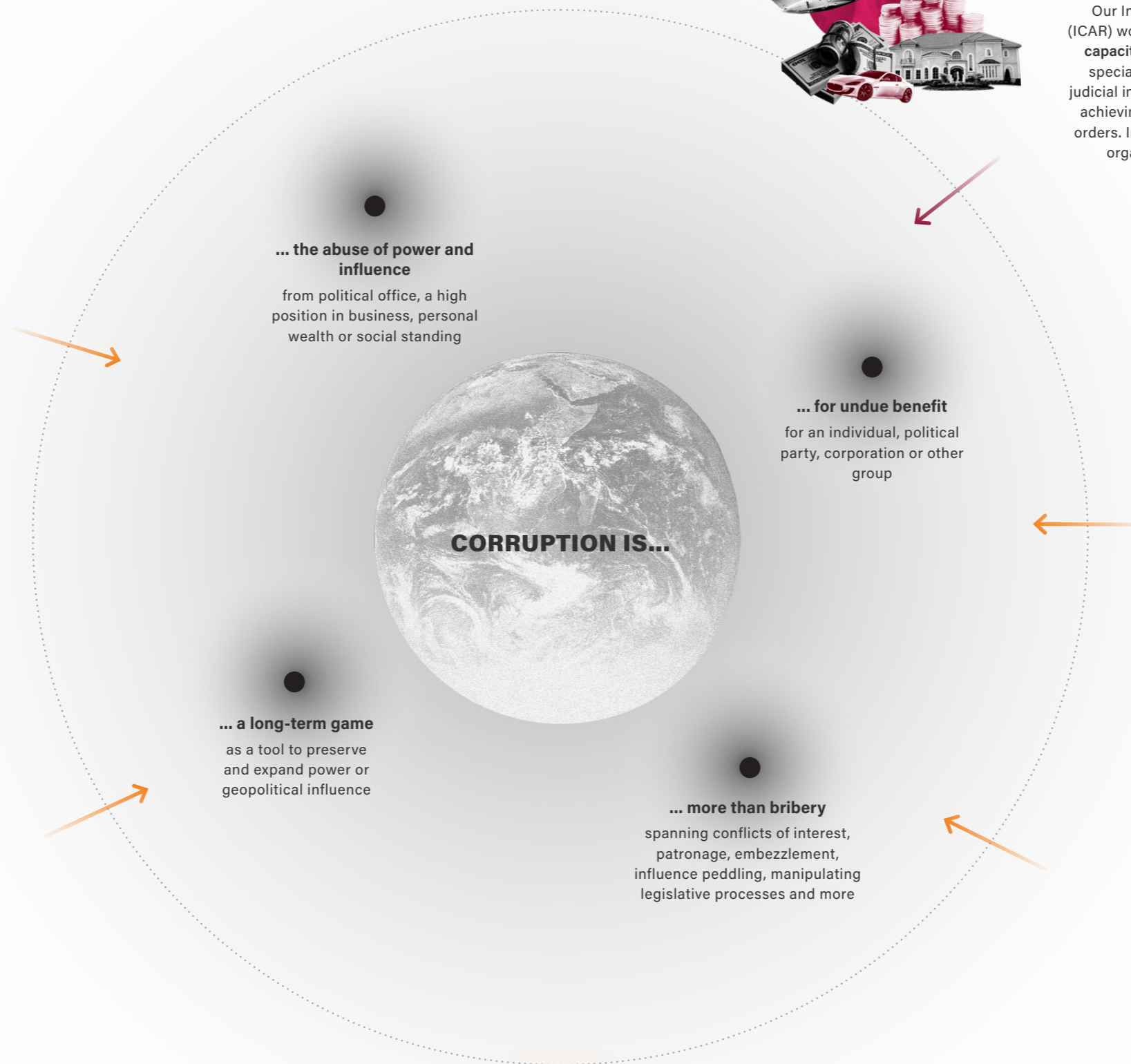
Private Sector

Our Private Sector team takes a dual approach to strengthening business integrity. First, by advancing anti-corruption Collective Action, including by facilitating multi-stakeholder initiatives and convening a conference. Second, through compliance advice and technical assistance to companies and state-owned enterprises, from Indonesia to Ukraine.



Public Finance Management

Since 2015, our Programa GFP Subnacional team in Peru has worked hand in hand with 11 subnational governments to strengthen public finance management practices and recovery stolen funds. In 2022, the team worked to consolidate its methods, deepen dialogue and boost sustainability to prepare for a next phase of reform.



A multi-pronged approach to fight corruption and strengthen governance

For peace, prosperity and sustainable development

LEARNING to investigate cases with open-source intelligence

Our approach to self-paced eLearning emphasises learning by doing and practical skills that practitioners can apply in their work right away. The runaway popularity of our new open-source intelligence (OSINT) course illustrates the impact of this practitioner-oriented approach. It also marks the evolution of our Basel LEARN website into a globally recognised learning platform for anti-corruption professionals across all fields.



Our OSINT course was developed with the support of PMI Impact through our Green Corruption programme. Translations into Bahasa Indonesia, Portuguese and Spanish (the latter funded by the Principality of Liechtenstein) will follow in 2023. The translations are part of our efforts in 2022 to make our eLearning more widely accessible.

SELF-PACED OSINT COURSE Investigating an illegal fishing case

The course puts you in the shoes of an investigator gathering open-source intelligence on a suspected illegal fishing case.

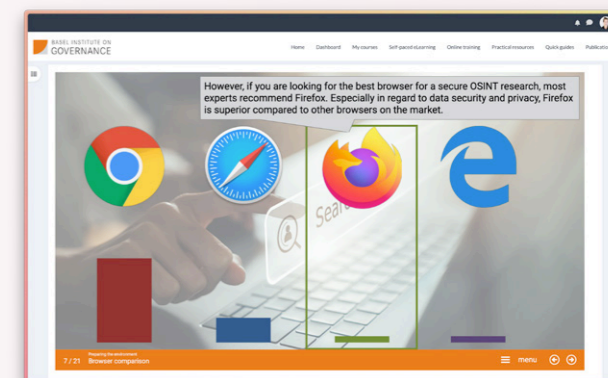
Your challenge

1 The course starts with the seizure of the fishing boat FV Malaga, suspected of involvement in illegal fishing and marine species trafficking. You're an analyst for the National Criminal Investigations Division in the fictitious country "Fair Islands". It's your job to seek information and evidence to build the case – using open sources available on the web.



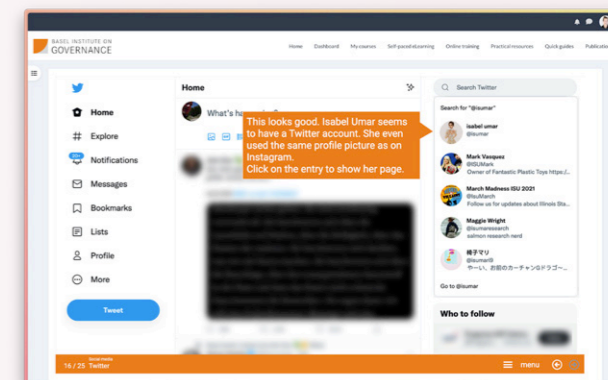
Preparation and security

2 Good preparation is the key to success in open-source research. It is also the key to security. Before you start, you learn how to set up your research environment. This includes a secured virtual machine and a tailored browser installation to maximise efficiency and avoid leaving tell-tale traces behind.



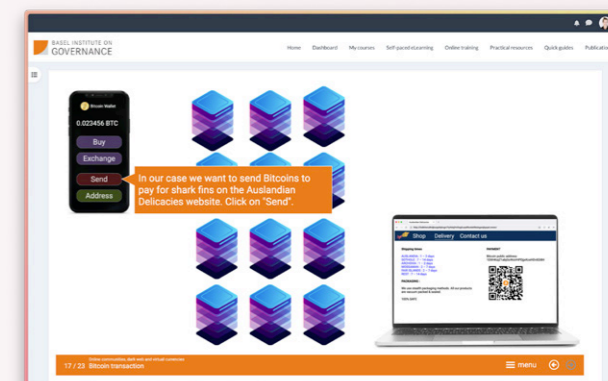
Searching the open web

3 How can open sources help you find out who is behind the secretive organisation "Mossaman Commodities"? Are there databases and trackers that can show you where the fishing boat has been sailing? What can you learn by exploring Twitter and analysing Instagram images – and how do you go back in time on the internet? This course maximises the options provided by the open web.



Diving into the deep and dark web

4 After gathering and carefully recording a host of information and evidence from the open web, you turn to deep web databases and online communities. Among them, you investigate a Bitcoin transaction and a curious conversation on a tech community forum. You then download the Tor browser to explore the hidden depths of the dark web and its illegal online marketplaces.



Reporting on your investigation

5 Finally, the time comes to report on your investigation to the chief investigating officer at the National Criminal Investigations Division. You learn various ways to present your findings in a clear and convincing way, from structured reports to timelines to graphs.



Continued on next spread →

Investigating a simulated case in Kosovo, as part of an ICAR train-the-trainer programme in conjunction with UNDP and the Kosovo Judicial Academy.



Expanding impact

Use of Basel LEARN more than doubled in 2022, to 24,800 users from 223 jurisdictions.

We also saw a growing number of institutions integrating Basel LEARN courses into their professional development offer for staff.

To help our partners do this more effectively, our IT and eLearning team provided hands-on support to integrate courses into an institution's existing learning platform. As part of an ICAR train-the-trainer programme in Kosovo, for example, the Kosovo Judicial Academy is now able to host the course materials on its own learning platform.

In the same vein, we developed the new Basel Open Learn service. This allows agencies to create and customise learning platforms, integrate Basel LEARN courses, create bespoke courses and individual learning paths, and monitor the progress of staff members.

Basel Open Learn was developed in 2022 to help partner agencies seeking an affordable virtual solution for staff professional development.

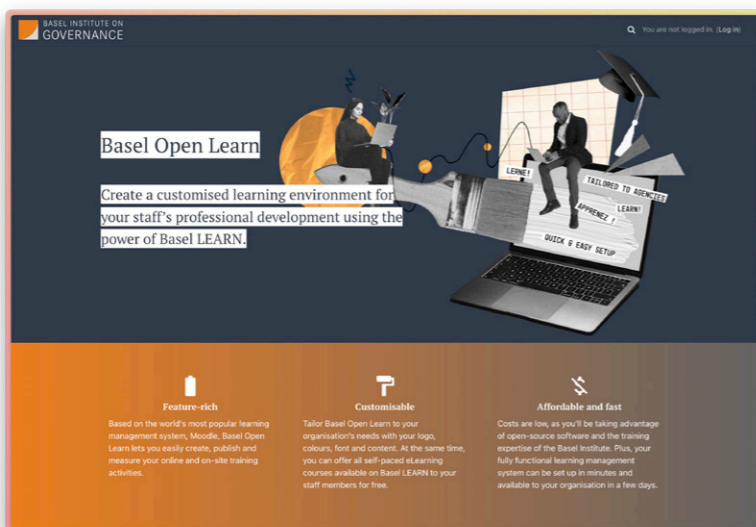
Blended learning

Finally, eLearning is also integrated into the preparation for in-person training delivered by our ICAR training team.

Gaining the technical basics in advance maximises the value and impact of in-person training for participants.



Want to gain new skills to fight financial crime? Try a course at: learn.baselgovernance.org



Basel Open Learn

Create a customised learning environment for your staff's professional development using the power of Basel LEARN.

Feature-rich

Based on the world's most popular learning management system, Moodle, Basel Open Learn lets you easily create, publish and measure your online and on-site training activities.

Customisable

Tailor Basel Open Learn to your organisation's needs with your logo, colors, font and content. At the same time, you can offer all self-paced eLearning courses available on Basel LEARN to your staff members for free.

Affordable and fast

Costs are low, as you'll be taking advantage of open-source software and the training expertise of the Basel Institute. Plus, your fully functional learning management system can be set up in minutes and available to your organisation in a few days.



I am delighted to share that I have successfully completed the e-learning course on International Cooperation and Mutual Legal Assistance in Criminal Matters by the Basel Institute on Governance. The course was incredible enlightening and interactive. It allowed me to acquire more knowledge about this sensitive issue."

Lawyer, Bangladesh

Three of many LinkedIn posts showing the value of our free eLearning courses to users in a range of professional roles and countries.



Recently completed the Operational Analysis of Suspicious Transaction Reports, another fantastic e-learning offered by the Basel Institute on Governance. While primarily geared towards financial intelligence unit investigators, it carries a wealth of information and practical knowledge for any compliance professional or law enforcement official looking to further their understanding of the anti-money laundering mechanisms at play and the ways to collect, analyse, report and distribute evidence."

Compliance Officer, Germany



The Open-Source Intelligence (OSINT) course has equipped me with the knowledge and skills required to gather, analyze and utilise information from various publicly available sources, making me better equipped to make informed decisions in Financial Information Security field. I am grateful and excited to put my newfound skills into practice!"

Information Security and Internet Governance Specialist, Kenya

The Swiss Army Knife of anti-money laundering tools

Now in its 11th year, our 2022 Basel AML Index report drew attention to the connection between money laundering risks and devastating harm to people and our planet. These problems require collective efforts from all stakeholders, our report emphasised – and the Basel AML Index is a powerful, multi-use tool for people from all professions seeking to strengthen their country's anti-money laundering and counter financing of terrorism (AML/CFT) defences.

The Basel AML Index is our independent ranking that assesses countries' money laundering and terrorist financing risks and capacity to counter them. First published in 2012, it provides risk scores based on data from 18 publicly available sources in five categories.

This year we added an indicator of environmental crime to the Basel AML Index methodology, covering flora, fauna and non-renewable resources. The change reflects increasing awareness that environmental crimes not only threaten the health of our planet and sustainable livelihoods, but the integrity of financial systems. Such crimes are a highly profitable criminal enterprise, generating around USD 110 to 281 billion in illicit gains each year according to the Financial Action Task Force (FATF).

The change also draws attention to a fundamental principle behind the Basel AML Index methodology: that effective AML/CFT goes beyond narrow measures to fight financial crime. As we said in our 2022 Public Report, fixing weaknesses in AML/CFT systems needs to go hand in hand with efforts to curb lucrative illegal trades – in drugs, humans, wildlife – and to strengthen transparency, accountability, judicial independence and media freedom.

A tool for all

Given its links to illicit trades and wider governance issues, it is clear that money laundering is too big and complex for governments to address alone. Involving the private sector and other stakeholders is essential. Indeed, our analysis showed that much of this year's progress in AML/CFT was in areas where the private sector plays a significant role.

Some of the biggest problem areas we identified this year clearly require efforts from all stakeholders across the public and private sectors and civil society. At the top of the list: beneficial ownership transparency and compliance with FATF standards on virtual assets.

That is why our 2022 report showcased the Expert Edition as a flexible tool for anyone wishing to better understand a country's main risks and weaknesses, with a view to effectively addressing them.

Covering 203 jurisdictions, the Expert Edition and Expert Edition Plus services recorded a 115 percent increase in subscribing organisations over 2022. Of these, three quarters are eligible for free access as public institutions (financial intelligence units, central

banks, supervisory authorities) or academic, non-profit and media organisations.

During 2022 we made it easier to integrate Basel AML Index data into compliance and risk management systems, through a new API that allows Expert Edition subscribers to retrieve all available data programmatically.

Our dedicated website index.baselgovernance.org

saw

250,000

page views during 2022

+

8,000

downloads of reports, infographics and Expert Edition data



Try out the Basel AML Index yourself at: index.baselgovernance.org

Subscribers to our Basel AML Index Expert Edition service – free for all outside the private sector as well as the media – grew by over 100 percent in 2022.

Escaping the grey list

Two ICAR partner countries, Mozambique and Tanzania, were listed on the FATF's so-called grey list in October 2022. Grey-listing indicates concerns about strategic deficiencies in a country's defences against money laundering and terrorist financing. The countries are far from alone; the list featured 23 countries in late 2022.

The consequences for grey-listed countries are grave. They typically suffer from a decline in capital inflows as financial institutions and foreign investors seek to reduce their risk exposure. This further damages the countries' economic prospects and ability to finance crucial governance reforms, including to AML/CFT systems.

Our ICAR advisors give targeted guidance to partner countries to strengthen their laws, policies and institutions against corruption and money laundering. Such advice helps to address the strategic deficiencies that the FATF often highlights and therefore supports countries in leaving the grey list more quickly.



Infographics showing regional variations and trends help trigger dialogue on key weak spots in AML/CFT defences.



Kenya's journey to becoming an asset recovery leader

Our long-running ICAR mentoring programme with Kenya's Ethics and Anti-Corruption Commission (EACC) is drawing to an end. The smooth transition illustrates the effectiveness of ICAR's principal model of capacity building: long-term embedded engagement and intensive training combined with hands-on mentoring on real cases. The aim is to make agencies self-sufficient.

Kenya's EACC has been a key driver behind many of the country's recent asset recovery successes. It is now widely regarded as one of Africa's most successful anti-corruption agencies.

Our cooperation with the EACC and its predecessor dates back to 2005, with an expert ICAR advisor embedded at the agency since 2014.

Initial mentoring on financial investigations, obtaining intelligence and preparing mutual legal assistance (MLA) requests catalysed step changes in Kenya's ability to investigate and prosecute corruption and money laundering. It also opened the door to recovering illicit assets both domestically and from abroad.

The EACC's senior leadership has confirmed that hands-on mentoring from our in-house specialist has led to systemic changes and real progress in the EACC's work.

Growing momentum

Together with their colleagues in Kenya's other law enforcement agencies, EACC officers have been able to recover around KSH 19.3 billion (USD 146 million at current exchange rates) over the last three years, with much more in the pipeline.

This allowed the Government of Kenya to invest over USD 17.5 million in recovered funds to finance the country's Covid-19 response, for example. The President was able to inform world leaders at the 2021 Special Session of the UN General Assembly Against Corruption of Kenya's "up-surge in investigations, prosecutions and convictions for corruption."

International cooperation in investigations has also seen a major boost, with 45 MLA requests made to 20 jurisdictions between 2014 and 2020. Before that, only a handful of

MLA requests had ever been made, almost all to a single jurisdiction. Evidence received has put in motion important corruption cases that had stalled.

The boost came from the development of a specialised EACC team under ICAR mentorship that gained practical skills in international cooperation techniques. The team is now self-sustaining, able to pass on knowledge to new staff and other agencies.

Agreement on asset return

2022 saw the first use of a groundbreaking agreement signed between the Governments of Kenya, Jersey, Switzerland and the UK.

The Framework for the Return of Assets from Corruption and Crime in Kenya (FRACCK) sets out good practices for the return of stolen assets to Kenya. FRACCK was the basis for negotiations around the return of USD 3.7 million by Jersey to Kenya for use in pandemic relief and to purchase medical equipment.

"Financial profiling of suspects and financial investigations have been established as a permanent feature in every intelligence-gathering and investigations work plan."

Impact of ICAR training

The ICAR training team delivered various intensive training programmes alongside the mentoring, helping to move Kenyan officers' skills to the next level and build relationships with local counterparts in other agencies.

Topics ranged from the foundations of financial investigations and asset recovery to advanced topics such as cryptocurrency investigations.

At a 2022 inter-agency workshop on financial investigations and asset recovery, Phillip Kagucia, the EACC's Deputy Director and Head of Asset Recovery, commented:

"I was very fortunate to go through the same training conducted by the ICAR training team in 2012. It is no coincidence that soon after that the quality of investigations improved and, within no time, we began enjoying success in asset recovery."

"Part of the reason we were ultimately successful was due to our ability to provide an alternative method of financial analysis

(Source and Applications) after the initial method (Bank Deposits) failed to persuade the court. This case crystallised the ingredients for forfeiture of unexplained assets in Kenya and opened the way for law enforcement agencies to recover assets that are the proceeds of corruption and other crimes."

International support a crucial factor

The UK's continued support over many years, through the Foreign, Commonwealth and Development Office (FCDO) and its predecessors, has been pivotal in this success story.

Other international partners have also provided invaluable support, including through operational collaboration in cross-jurisdictional cases.



Inter-agency training in Kenya in March 2022.

2012

ICAR training team delivers first Financial Investigations and Asset Recovery programme.

2013

Case consultancy agreement signed with EACC. Ad-hoc assistance on high-profile corruption case begins.

2014

Full-time ICAR investigation specialist deployed to EACC to mentor new investigative team. Case portfolio expands.

2015

Use of video link to deliver evidence remotely as part of an Anglo Leasing case – setting Kenya up to deal with pandemic disruption and reduce travel costs and delays.

2020

ICAR training team delivers training virtually on cryptocurrencies and money laundering and on advanced operational analysis.

2021

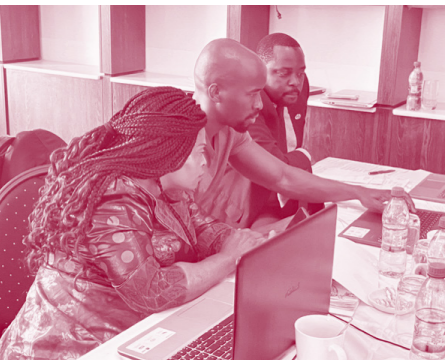
Kenya hosts regional workshop on non-conviction based forfeiture (NCBF) laws.

2022

ICAR conducts novel court monitoring project to identify causes of delay in the progress of corruption cases in court.

NEW ICAR MODULE

Non-conviction based forfeiture



Zambia hosted the first delivery of our new ICAR training programme on non-conviction based forfeiture (NCBF) in 2022.

NCBF laws allow courts to confiscate assets of a criminal nature, even where no conviction has been obtained in relation to criminal conduct. They have existed for many years in several countries in a wide variety of forms, and complement other asset recovery mechanisms.

The regional training brought together anti-corruption and asset recovery specialists from Kenya, Sierra Leone and Zambia.

The new NCBF course follows the winning formula of other ICAR training programmes: participants learn key principles and techniques in short knowledge sessions, then apply them straight away in a hands-on simulated case.

The new module is part of an ambitious project to help increase the capacity of countries in Latin America and Sub-Saharan Africa to recover stolen assets through effective, appropriate NCBF legislation. Ten partner countries were involved

Yet this diversity – and the fact that many countries still do not have or use such laws – leads to challenges with their application, especially in cases with an international element.

in the two-year project, which was funded by the Bureau of International Narcotics and Law Enforcement Affairs (INL) of the US Department of State.

“Non-conviction based forfeiture is an important option to pursue when there are challenges in obtaining a criminal conviction. It brings many benefits in addition to the return of forfeited assets to the state, including reduced costs and more efficient processing of cases by the courts.”

Opening remarks by **Gilbert Phiri**, formerly Director General of the **Zambian Anti-Corruption Commission** and currently Director of Public Prosecutions



25 anti-corruption and asset recovery specialists from Kenya, Sierra Leone and Zambia attended the training course in Lusaka in July 2022.



Since joining ICAR in 2009, I have had the privilege of training over 4,000 investigators, prosecutors, judges and others in more than 40 countries. Most years, I travelled more than six months of the year.

I joined back then because, as a former prosecutor and investigator in South Africa for 23 years, I was struck by the uniqueness of ICAR's training approach. I could see its potential to make a difference in developing and transition countries.

Of course, individually our training programmes are a small contribution to the wider fight against corruption. But as I have said for over 20 years:

All those I have been lucky enough to work with and to meet over the last 14 years will doubtless attest to my passionate belief in the relevance and effectiveness of our training.

That is because I see its capacity to bring about a paradigm shift in how our trainees behave in their work and how they work with each other. Achieving quality takes time and effort. I have never allowed shortcuts and never compromised on quality, because bad training is a waste of money and a waste of the participants' time.

And in the fight against corruption, I truly believe the stakes are too high.”

The biggest mistake of all is to do nothing because you can only do a little.

Hence my determination to continue doing what I could to assist developing and transition countries to fight corruption and money laundering and to recover stolen assets.



Extract from a Q&A with **Phyllis Atkinson**, who has led our ICAR training team since 2010. The team's work is essential to ICAR's mission to support partner countries in developing their capabilities to investigate corruption and recover stolen assets. Phyllis will hand over in July 2023 to her long-standing colleague Thierry Ravalomanda – a former ICAR trainee from Madagascar.

Mobilising SMEs for business integrity through Collective Action

2022 saw an upswing in momentum for anti-corruption Collective Action – a cause for celebration following the Basel Institute’s efforts over two decades to evolve and promote this multi-stakeholder approach to business integrity. Collective Action offers a structured way to break down stakeholder silos and build dialogue between business, government and civil society. We also saw encouraging signs among small and medium-sized enterprises or SMEs, a stakeholder group that has traditionally been challenging to engage.

Anti-corruption certification for Thai SMEs

Throughout 2022 we closely supported the Thai CAC, a trailblazing Collective Action initiative in Thailand, in engaging SMEs in its certification programmes.

Certification helps member companies to develop anti-corruption credentials and facilitates access to supply chains, new customers and capital. This is vital for Thailand’s many dynamic entrepreneurs, as well as the multinational companies seeking reliable suppliers that meet their anti-corruption compliance standards.

Over 99 percent of businesses in Thailand are SMEs. Yet, like elsewhere, these typically lack not only the resources to develop anti-corruption programmes but awareness of anti-corruption compliance at all.

Welcoming over 120 SMEs to the Thai CAC’s certification programme in 2022 was therefore a major achievement, with five already gaining certification by the end of the year. It signalled growing awareness of business integrity that we hope

will now ripple through Thailand’s SME communities until it becomes part of everyday business.

The owners of one certified SME, jewellery manufacturer Felicia Design, explains that the Collective Action approach taken by the Thai

CAC empowers small companies to actively prevent corruption in their operations and take a visible stance against corruption externally.

The KBA-Notasys Integrity Fund supported our work in Thailand and wider certification research.



At the World Bank/ IMF Civil Society Policy Forum, representatives of the Basel Institute, Thai CAC and World Bank spoke on a panel about SMEs as drivers of fair business through anti-corruption Collective Action. The World Bank has long promoted anti-corruption Collective Action and the development of high-quality compliance programmes among the world’s SMEs.

“If the majority has the will, a corrupt system can be changed.”

Domenica Piantedosi, Managing Director, Felicia Design

Building dialogue for integrity in the health sector

In the wider Asia-Pacific Economic Cooperation (APEC) region, we have been assisting the Business Ethics for APEC SMEs Initiative to establish Consensus Frameworks in the healthcare sector. A unique form of Collective Action, these bring together patient organisations, healthcare professionals, industry associations representing SMEs as well as global biopharmaceutical and medical technology companies, governments and academic institutions.

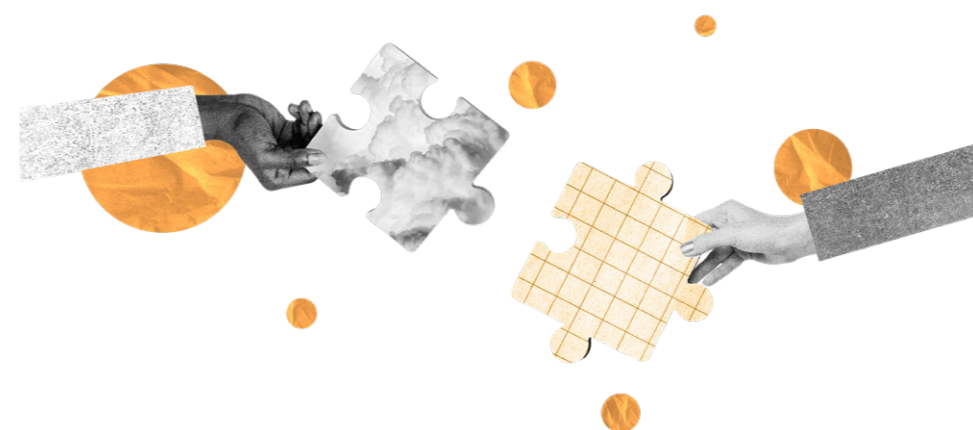
Tailored to each participating country – from Australia to Vietnam – the frameworks advance ethical business conduct and can support the participation of SMEs within health systems.

Our Head of Private Sector Vanessa Hans spoke at the APEC Business Ethics for SMEs Forum about how Collective Action – here in the form of Consensus Frameworks – can improve business ethics in the health care sector for the benefit of all.



“Consensus frameworks... have the power to unite diverse stakeholders with disparate interests to expand the possibilities of ethical business practices in a given economy.”

Remarks in Bangkok by **Under Secretary Lago** at the Asia-Pacific Economic Cooperation (APEC) Business Ethics for SMEs Forum, September 2022



OECD: Collective Action is a tool to support SMEs

Collective Action was also a core element of the 2022 OECD Toolkit for raising awareness and preventing corruption in SMEs, to which we were pleased to contribute. The Toolkit offers guidance and case studies of various tools to assist SMEs in understanding their risk exposure and implementing adequate anti-corruption measures.

It is grounded in the revised 2021 OECD Anti-Bribery Recommendation, which for the first time formally endorsed Collective Action.

Continued on next page →

B20 builds on momentum

Building on years of fruitful engagement with the B20 process, we were honoured to co-chair the B20 Indonesia Integrity & Compliance Task Force through 2022.

The resulting Policy Paper contains a prominent focus on Collective Action, which we also emphasised in a presentation at the B20 Summit in Bali in December 2022. The B20 paper offers inspiration and guidance for businesses seeking effective ways to prevent and combat bribery through multi-stakeholder collaboration – like standard-setting initiatives or transparency mechanisms for public procurement.

This all adds momentum to our goal: to mainstream Collective Action globally.



Gemma Aiolfi (third from left) represented the Basel Institute at the B20 Summit in Bali. Creator: M Agung Rajasa | Credit: ANTARA FOTO



New dedicated website

Clear and accessible information is essential to encourage and guide practitioners seeking to engage with other stakeholders through anti-corruption Collective Action.

That is why we redesigned and relaunched our B20 Collective Action Hub in 2022 as a standalone website. The website's database of initiatives grew to nearly 300, joining themed resource areas and a dedicated helpdesk offering free personal advice to practitioners.

collective-action.com



Photos: David Borter, LEO MEDIA

Collective Action Conference and Awards 2022

Held at the University of Basel, our 4th International Collective Action Conference on 30 June and 1 July 2022 brought together over 200 leading anti-corruption professionals. We were happy to see a strong representation from the public and private sectors as well as civil society and academia.

New this year, we presented Collective Action Awards to outstanding and inspiring anti-corruption Collective Action initiatives. The winners were:

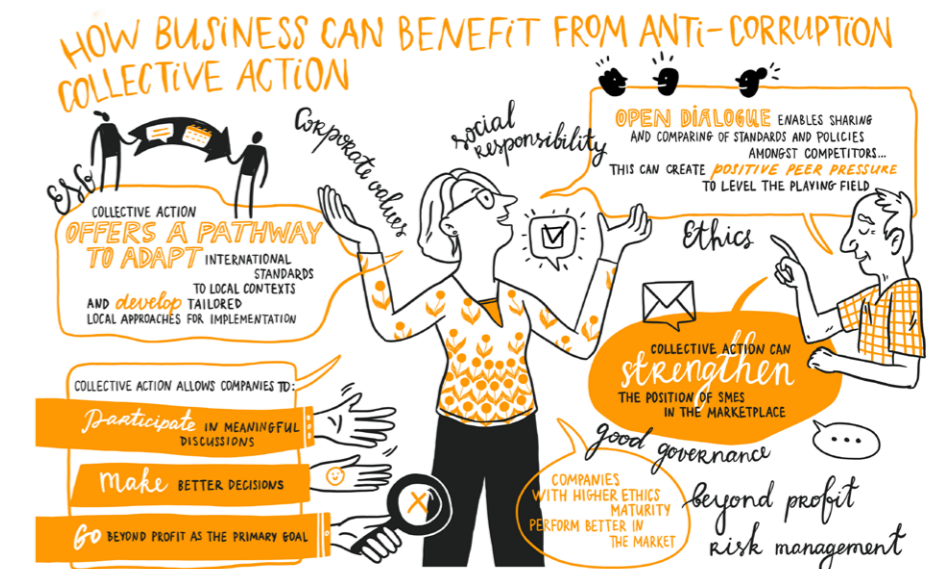
- An initiative of the Maritime Anti-Corruption Network and Convention on Business Integrity for its *outstanding achievements* in reducing corrupt demands at Nigerian ports.
- The Global Compact Network Ukraine's Collective Action Initiative for its *inspiring efforts* to increase transparency in the Ukrainian business context through private-public partnerships, tailored business advice and innovative eLearning.

Our aim at the Conference was not only to share and celebrate successful initiatives. Through themed workshops, we encouraged dialogue on what each stakeholder group can expect from engaging in Collective Action and what they

can bring to the table. Participants raised challenges they had faced and sought advice from their peers.

These conversations continued in online events and will be explored further at regional forums in Southern Africa and Southeast Asia in 2023.

Graphic recordings in the post-conference report captured the key takeaways from interactive stakeholder breakouts.



“ For many businesses, compliance is now recognised as the conduit to promote values and embed the right culture throughout an organisation.”



I'm heartened by the inspiring compliance officers and company leaders we work with, both individually and through Collective Action initiatives.

Edited extracts from a Q&A with **Gemma Aiolfi**, an international expert in anti-corruption compliance and a driving force behind the development of private sector-led Collective Action. Gemma helped to establish the Basel Institute on Governance in 2003 alongside Professor Mark Pieth. She served as the organisation's Head of Compliance, Corporate Governance and Collective Action from July 2013 until October 2022, when she transitioned to the role of Senior Advisor.

Over the last year, we have accompanied many such professionals as they expand values-based compliance into topics like human rights and environmental sustainability. They have broken silos and reached out to the civil society organisations that have traditionally dominated these areas. Some are working hard to raise standards of integrity across their industry, from metals technology to banking.

And we have celebrated some real successes against deeply ingrained corruption challenges, like protecting seafarers from corruption in Nigerian ports.

If there is one thing I hope for in the coming years, it is that Collective Action continues to be embedded in companies' compliance programmes and in the anti-corruption strategies of national governments.”



Targeting social norms of “gift giving” in a Tanzanian hospital

Bridging research and policy through applied anti-corruption interventions is crucial to advancing more effective methods to prevent and combat corruption. In 2022, our Public Governance team led a novel behavioural anti-corruption pilot intervention to reduce “gift giving” – bribes – in a Tanzanian hospital. The pilot targeted deeply ingrained social norms around gifts and reciprocity, while also leveraging the social networks of staff “champions”.

Users of public health facilities may offer unofficial payments (“gifts”) to health workers in order to intentionally develop a social relationship.

Based on social norms of reciprocity, they expect this will help them to jump the queue and obtain other privileges when accessing health services in the future. This exacerbates inequality and risks a dangerous situation where access to healthcare is dependent upon “gifts”.

This is a common situation where deeply ingrained social norms may fuel petty corruption. Traditional anti-corruption interventions – based on training or controls, for example – are often ineffective in such situations as they do not address the underlying behavioural drivers.

Could interventions informed by behavioural science help to change the social norms in such situations? Our team’s extensive research into informal governance structures, social norms and behavioural patterns suggests they could. They designed a pilot to test out the idea.

The intervention

The pilot was a collaboration between the Basel Institute on Governance, University of Dar es Salaam, the University of Utrecht and the Behavioural Insights Team, funded by the UK Global Integrity Anti-Corruption Evidence (GI-ACE) programme.

The team engaged a hospital in the Tanzanian capital Dar es Salaam, using a two-fold approach:



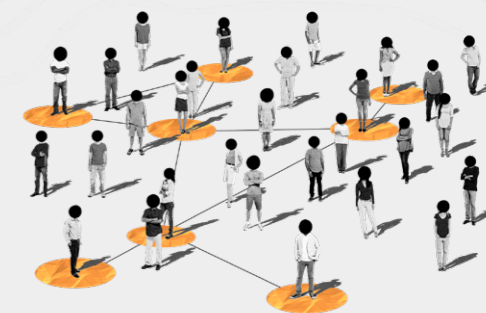
To target social norms of gift giving and reciprocity...

- ... we placed posters and desk signs around the hospital with the clear message that health workers do not accept bribes.
- The health worker-facing side of desk signs gave guidance on how to tactfully refuse “gifts” and appealed to their professional ethics.
- The messages were endorsed by the hospital management and national medical association.



To leverage the social networks of health care workers...

- ... we recruited and trained anti-corruption “staff champions” amongst the health workers.
- These champions disseminated messages against accepting gifts through their social networks.



The power of social networks

In our Tanzanian hospital pilot, the staff champions proved vital to the success of our intervention. They disseminated the messages at staff meetings and through personal conversations with their networks.

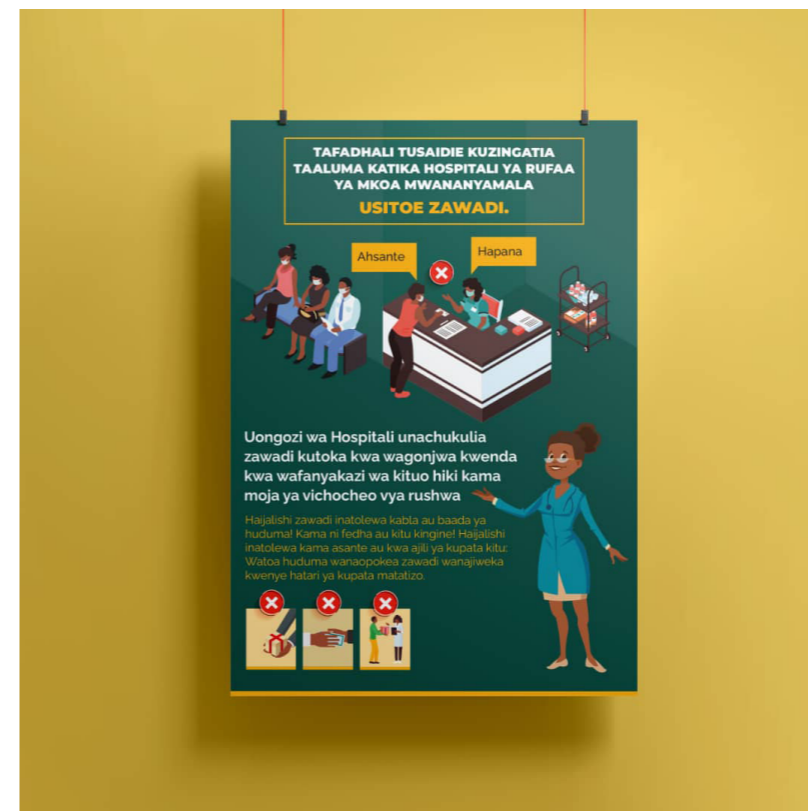
The “networked” character of corruption is another strong theme of our research in 2022.

A second GI-ACE project aimed to shed light on the functioning of informal networks in East Africa and how these are associated with different types of corruption.

Our [report](#) on this second project and 10 supporting case studies from [Tanzania](#) and [Uganda](#) illustrate ways in which citizens and business people invest significant efforts in building informal social networks to overcome shortcomings in public service delivery and to access business opportunities.

The evidence will help anti-corruption practitioners design more effective interventions by taking into account – and leveraging – the informal relationships and social networks that underlie people’s behaviour.

After eight weeks, our surveys measured a 14 – 44% reduction in gift-giving intentions, attitudes and positive beliefs among hospital users.



Posters and desk signs were displayed prominently around the hospital.

The bottom line

Citizens shouldn’t have to resort to corruption to access basic public services. Health workers shouldn’t feel obliged to give special favours to those who supply “gifts”. Donors want their funded projects to achieve real impact on the ground.

Interventions based on social norms and behaviour change approaches show real potential to tackle deeply ingrained patterns of corruption.

In 2023, we will seek to identify follow-up activities to enhance the sustainability of the intervention. We also hope to test the scalability of the approach by applying it in other hospitals. Beyond health care, we are looking to adapt the social norms and behaviour change learnings in order to address other corruption problems in different sectors.



Staff “champions” were key to disseminating the anti-gift-giving messages.

Peer learning and knowledge communities: helping practitioners help each other

Practitioners at the front lines of fighting corruption too often miss opportunities to learn from each other. So too do those in the academic, policy and implementation spheres. 2022 marked a step up in our efforts to bring anti-corruption professionals together to exchange experiences across borders and stakeholder groups. The result: a step change in peer learning and in the kind of “good” networks we need to fight corruption.



The Lisbon Conference brought together prosecutors, judges, researchers, academics, lawyers and others from various Lusophone countries.

Asset recovery communities

Our [Lisbon Conference](#) in July marked a new era of knowledge sharing between anti-corruption and judicial practitioners in Lusophone countries. Funded by the U.S. Department of State INL Bureau, the 2.5-day event brought together 200 prosecutors, judges, researchers, academics and lawyers from Angola, Cape Verde, Mozambique and Timor-Leste, among other countries.

The participants shared experiences with non-conviction based forfeiture (NCBF) legislation and its application – conversations that will continue in 2022 and beyond through a dedicated Lusophone Knowledge Community.

“The support of ICAR and the sharing of experiences of colleagues who are participating in this initiative will be very useful in arriving at future solutions regarding NCBF mechanisms.”

Franklin Afonso Furtado, Advisor to the Prosecutor General of Timor-Leste, speaking at the Lisbon Conference

The new community hopes to follow the success of our burgeoning Asset Recovery Knowledge Community for Latin America.

The Lisbon Conference was a space to share experiences of applying non-conviction based forfeiture laws.



Participants in the mentoring programme met on the sidelines of the International Collective Action Conference in July 2022.

Collective Action mentoring programme

Six organisations joined our new [Collective Action mentoring programme](#) in April, from Brazil, Canada, Ivory Coast, Mozambique and South Africa. The programme is a pioneering initiative to provide free hands-on support for organisations working with the private sector on corruption issues.

“To give young people a voice in the fight against corruption, we need to build stronger relationships with other stakeholders including the private sector.”

Aman Baptiste Ado, Réseau Ivorien des Jeunes Leaders pour l'Intégrité

Initially, the programme was designed to provide one-on-one tailored mentoring for individual organisations. Following discussions at an in-person workshop in July 2022, we expanded the scope to enable regular exchange between the mentees. This includes via a dedicated and secure online portal to allow mentees to exchange documents, tools and other information.

A new cohort will join in early 2023, helping to develop a stronger and more closely networked Collective Action community.

Countering environmental corruption

December 2022 saw the launch of the [Countering Environmental Corruption Practitioners Forum](#), an initiative of the Basel Institute on Governance together with WWF, TRAFFIC and Transparency International.

This Forum brings together practitioners from the conservation and anti-corruption communities to exchange knowledge, combine talents and expertise, and scale solutions from the ground up. It builds on the swell of collaboration between anti-corruption and conservation professionals prompted by our partners at the USAID Targeting Natural Resource Corruption (TNRC) project.

“Finances are crucial to addressing environmental crime... We understand that follow-the-money approaches are complex and will not be established overnight. Robust discussion is required to ensure that the roll-out of such approaches is as effective as possible.”

H.E. Graziella Marok-Wachter, Minister of Infrastructure and Justice of the Principality of Liechtenstein

The Basel Institute is Co-Coordinator of the Forum and will lead the Follow-The-Money Working Group focused on financial investigations and asset recovery in environmental crimes.



Opening our session on environmental corruption at the International Anti-Corruption Conference in December 2022, H.E. Graziella Marok-Wachter, Minister of Infrastructure and Justice of the Principality of Liechtenstein, urged practitioners to consider joining the Countering Environmental Corruption Practitioners Forum.

From seizing fishing vessels to supporting SOEs

Our fast-growing Green Corruption programme illustrates how we integrate prevention and enforcement to tackle corruption – in this case, the corruption that enables environmental crimes. On the one hand, we help our enforcement partners to “follow the money” in cases involving wildlife, forests, fish and gold – helping to deter illicit activity. On the other, our corruption prevention advice helps agencies and state-owned enterprises to close loopholes and strengthen internal controls against corruption.



Seizing an illegal fishing vessel in Peru

The seizure of a fishing trawler engaged in illegal fishing in Peru was among the milestones that our Green Corruption enforcement advisors celebrated in 2022.

The vessel was caught fishing in a prohibited area off the Peruvian coast, endangering sustainable fish stocks in the area. The owner quickly accepted responsibility, thinking he would pay a small fine and continue with his illegal business as usual.

Based on our advice, our partners at the Peruvian Prosecution Service or Fiscalía applied the legal mechanism of Extinción de dominio – a law that enables the confiscation of criminal assets without a criminal conviction – to

confiscate his vessel. Combined with geospatial data analysis providing evidence of the illegal fishing activity,

the Fiscalía was able to successfully obtain a court order permanently turning the vessel over to the Peruvian State.

Seizing proceeds or instrumentalities of crime adds significant clout to the fines commonly applied under environmental laws. This not only puts environmental criminals out of action, but increases the deterrent effect for others.

More systematic use of such financial crime-focused laws is something we are advancing in our ongoing enforcement work with authorities in Peru, Bolivia and Uganda and – new in 2022 – Malawi.

Prevention – a civil society-led approach to integrity in SOEs

Our prevention work seeks to strengthen resilience against corruption in government and state-owned institutions, as well as support civil society oversight. One example is our new five-year partnership under the [USAID Indonesia Integrity Initiative](#) (USAID INTEGRITAS).

Drawing on expertise from our Green Corruption, Public Governance and Private Sector teams, we support

The Director of the Forestry SOE Perum Perhutani, Muhamad Denny Ermansyah (left), signed an MoU with our Green Corruption Team Leader Juhani Grossman covering corruption prevention support. Photo: Perum Perhutani.



a consortium of Indonesian civil society organisations in preventing corruption relating to the natural resources sector.

In 2022, we designed an integrated anti-corruption programme with Perum Perhutani, an SOE in charge of forestry on Java. Java is the most populated island in the world, home to 141 million citizens with a population density five times higher than Switzerland’s. Preserving Java’s remaining forests is a major challenge and strengthening Perum Perhutani’s governance systems is key. Our multi-faceted and long-term collaboration involves risk assessments, strengthening of internal controls, and capacity building for internal investigations.

The USAID INTEGRITAS project emphasises building the capacity of local civil society organisations to work with the government and private sector on anti-corruption. As part of this effort, our Public Governance team has conducted workshops on strategic communication on anti-corruption, research strategies, and monitoring and evaluation. Meanwhile, a joint training on corruption risk assessments with the Private Sector team prepared the foundation for more collaboration with Indonesia’s Ministry of Fisheries.

Green Corruption: benefits of core and project funding

Continued core funding from the Principality of Liechtenstein has enabled our Green Corruption programme to be highly adaptive to our partners’ changing needs and circumstances. It has also allowed us to fill knowledge gaps by conducting original research into corruption in different countries and environmental sectors – look out for our Environmental Corruption Deep Dive series in 2023! – and to pilot promising anti-corruption interventions in the environmental sector.

We also gratefully acknowledge project funding for our Green Corruption programme from the IWT Challenge Fund of the UK Department for Environment Food and Rural Affairs, the UK Conflict, Stability and Security Fund, the US Department of State INL Bureau and USAID.



Strategic communications workshop led by Head of Public Governance Claudia Baez Camargo.

“We are optimistic about the changes we can achieve by bringing our collective expertise to bear, in cooperation with key government institutions involved in corruption prevention efforts.”

Laode Muhammad Syarif, Executive Director, KEMITRAAN – Partnership for Governance Reform. KEMITRAAN leads the consortium together with Indonesia Corruption Watch (ICW) and Transparency International Indonesia.

Changing the narrative around public finance management

Fostering dialogue is at the core of the Basel Institute’s way of working – and a central element in our Swiss-funded Subnational Public Finance (PFM) Management Strengthening programme in Peru. Our local team are using smart communication methods to improve understanding of good public finance management practices, among citizens as well as partner subnational governments.



Behavioural nudges to boost tax collection

Funded by the Swiss State Secretariat for Economic Affairs (SECO) since 2015, the Subnational PFM Programme or Programa GFP Subnacional supports 11 local and regional governments in Peru to build capacity to manage public finances and to recover stolen funds.

One element involves improving processes for property tax collection. In the city of Tarapoto, the team has piloted a novel behavioural intervention involving sending different WhatsApp reminders to taxpayers when their property taxes are due. Four types of messages were sent to randomly assigned groups of taxpayers:

- The first emphasised a discount if the taxpayer paid on time.
- The second reminded the taxpayer of coercive collection if they do not pay on time.
- The third message highlighted the social norm of compliance with our obligation to pay tax.
- The fourth message indicated that not paying is a deliberate choice.

A control group did not receive any messages. The results? Taxpayers that received some type of message had a payment rate 4 percent higher than those who did not receive any message. In monetary terms, this difference outweighs the cost of implementing the strategy. We also found that the messages emphasising discounts and social norms had a bigger effect than the more negatively framed messages.

It is expected that this cost-effective strategy will be refined and adopted

in other local governments where the Programme is present.

The behavioural pilot complements mentoring and training for more than 5,000 civil servants on tax collection, internal controls and related topics. It illustrates how we test new strategies with rigorous evaluation methods, ultimately helping our partners to apply long-term interventions that are proven to work.

Changing the narrative

As with tax collection, it is often challenging to communicate how investing in public finance management capacity benefits citizens.

To do this, our team has boosted the use of visual media, including photos and videos sent directly from our experts working with beneficiary governments.

Virtual "coffee breaks" may not be as fun as the real thing – but for learners from across Peru, they still offered a relaxed setting to exchange with their peers.



Communicating in this way not only helps citizens see the benefits for essential public services such as infrastructure, education and health. It also helps to bridge theory and practice. Hands-on experiences are translated into key messages and lessons learned, which decision makers can feed into better policies.

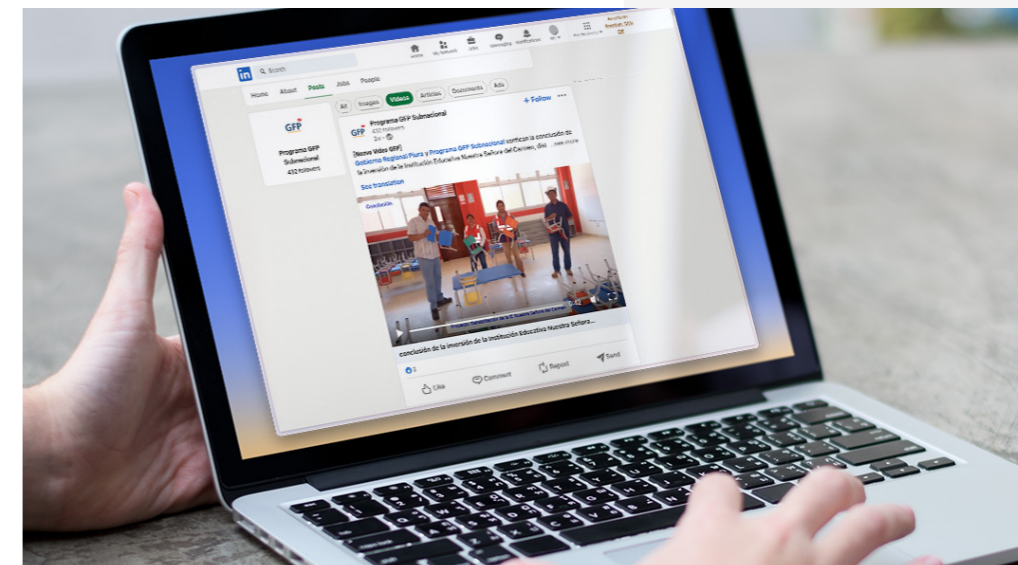
Fostering peer networks and exchange

Our team of local experts in Peru further evolved its successful use of social media and messaging platforms to train thousands of civil servants across the country in public finance management topics.

Virtual training courses can be effective at transmitting skills, but are less good for the kind of networking and relationship building we foster in our face-to-face training workshops conducted all over the country.

To overcome this challenge, the team introduced several interactive sessions during their virtual courses, including live Q&As with the course leader and “coffee breaks” to chat with fellow learners.

These kinds of professional networks and relationships have been crucial to the sustainability of our capacity building efforts and to our PFM programme as a whole.



The Programme's videos and photos on social media show the direct impact of better PFM in projects from construction to health and education.

Events



Collective Action Conference

Our Private Sector team organised the 4th International Collective Action Conference and Awards in June–July 2022. Over 200 participants attended the two-day in-person conference held at the University of Basel, Switzerland.



Ukraine Recovery Conference

Gretta Fenner and Juhani Grossmann participated in the Ukraine Recovery Conference in Lugano, Switzerland, presenting joint anti-corruption recommendations in collaboration with Transparency International Ukraine. We are pleased that anti-corruption is increasingly seen as a key pillar in restoration dialogues and efforts.



Cryptocurrency Conference

Through our International Centre for Asset Recovery we co-organised the 6th Global Conference on Criminal Finances and Cryptocurrencies in September 2022 with Europol. Several thousand participants attended the two-day event, which was held in hybrid format at Europol's HQ in The Hague.



Lisbon Conference

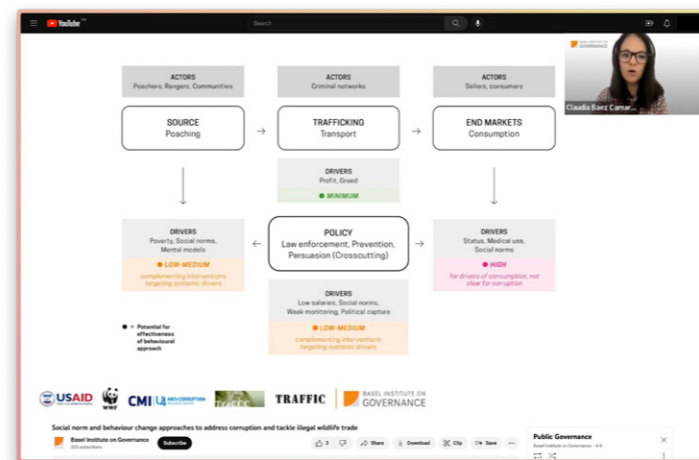
Organised by our ICAR team in Mozambique with HQ support, the Lisbon Conference in July 2022 explored non-conviction based forfeiture (NCBF) laws and their application in Lusophone countries to recover illicit assets linked to corruption. Approximately 200 prosecutors, judges, researchers, academics, lawyers attended from Angola, Cape Verde, Mozambique and Timor-Leste.

Photo courtesy of Europol.



International Anti-Corruption Conference

Several of our colleagues organised, participated in or moderated side events at the International Anti-Corruption Conference in Washington DC in December 2022. Topics included “following the money” to address environmental crime and asset recovery developments since the war in Ukraine. At our information booth, we enjoyed showcasing our publications and reconnecting with (and meeting new) fellow corruption fighters from around the world.



Green Corruption webinars

The Basel Institute organised and participated in several webinars of the USAID Targeting Natural Resource Corruption (TNRC) project. Our Green Corruption programme colleagues shared their insights on addressing the corruption that fuels environmental crimes.

Publications



Books

Our open-access book *Illicit enrichment: a guide to laws targeting unexplained wealth, translated into Spanish and French in 2022.*

Dornbierer, Andrew. 2022. *Enriquecimiento ilícito: Una guía sobre las leyes que abordan los activos de procedencia inexplicable*. Basel: Basel Institute on Governance

Dornbierer, Andrew. 2022. *Enrichissement illicite : Guide sur les lois ciblant la richesse inexplicquée*. Basel: Basel Institute on Governance

All versions of *Illicit Enrichment* are freely available online at [illicitenrichment.baselgovernance.org](https://www.baselgovernance.org), along with a database of illicit enrichment laws and guidance for practitioners.

The translations were reviewed pro-bono by the law firms Hengeler Mueller (Spanish) and Chabrier Avocats (French).

Working Papers

The latest research and thinking on key topics relating to anti-corruption and the Basel Institute's core areas of work.

Paesano, Federico, and Dorothy Siron. 2022. 'Cryptocurrencies in Asia and beyond: law, regulation and enforcement'. Working Paper 38, Basel Institute on Governance

Baez Camargo, Claudia, and Gayle Burgess. 2022. 'Behavioural drivers of corruption facilitating illegal wildlife trade – Problem analysis and state of the field review'. Working Paper 39, Basel Institute on Governance

Baez Camargo, Claudia. 2022. 'Developing anti-corruption interventions addressing social norms: Lessons from a field pilot in Tanzania'. Working Paper 40, Basel Institute on Governance

Dornbierer, Andrew, and Jeffrey Simser. 2022. 'Targeting unexplained wealth in British Columbia'. Working Paper 41, Basel Institute on Governance

Policy Briefs

Insights from anti-corruption research, distilled into practical guidance for policymakers and practitioners.

Baez Camargo, Claudia, Jacopo Costa, and Saba Kassa. 2022. 'Informal networks and what they mean for anti-corruption practice'. Policy Brief 9, Basel Institute on Governance

Walugembe, Tom. 2022. 'Using anti-money laundering frameworks to fight illegal wildlife trade in Uganda'. Policy Brief 10, Basel Institute on Governance

Young, Liza. 2022. 'Fighting corruption in West African coastal states: how Collective Action can help'. Policy Brief 11, Basel Institute on Governance

Reports and Journal Articles

A selection of other key publications illustrating the variety and depth of our work.

Baez Camargo, Claudia, Jacopo Costa, and Lucy Koechlin. 2022. 'Informal networks as investment: A qualitative analysis from Uganda and Tanzania'. *Governance*, 1– 20

Baez Camargo, Claudia, Violette Gadenne, Veronica Mkoji, Dilhan Perera, Ruth Persian, Richard Sambaiga, and Tobias H. Stark. 2022. 'Using behavioural insights to reduce gift giving in a Tanzanian public hospital: Findings from a mixed-methods evaluation'. Basel Institute on Governance

Costa, Jacopo. 2022. 'The nexus between corruption and money laundering: deconstructing the Toledo-Odebrecht network in Peru'. *Trends in Organized Crime*

Costa, Jacopo. 2022. 'Structures, functions and flows of IWT: deconstructing a criminal network between East Africa and Southeast Asia'. *Crime, Law and Social Change*

Kassa, Saba, Claudia Baez Camargo, Jacopo Costa and Robert Lugolobi. 2022. 'Determinants and Drivers of Wildlife Trafficking: A Qualitative Analysis in Uganda'. *Journal of International Wildlife Law & Policy*

Stahl, Cosimo. 2022. 'Behavioural insights and anti-corruption: A practitioner-tailored review of the latest evidence (2016–2022)'. Basel Institute on Governance

Case Studies – NEW

A new series of case studies highlighting important aspects of corruption, money laundering and asset recovery cases. New in 2022:

Marsh, Simon. 2022. "Windward Trading: Charging a shelf company with money laundering and returning confiscated funds to Kenyan citizens." Case Study 8, Basel Institute on Governance

Marsh, Simon. 2022. The Kiamba case: achieving a civil asset forfeiture order and criminal prosecution." Case Study 9, Basel Institute on Governance

Quick Guides

Brief introductions to key anti-corruption topics, many also in Spanish, French and Portuguese. New in 2022:

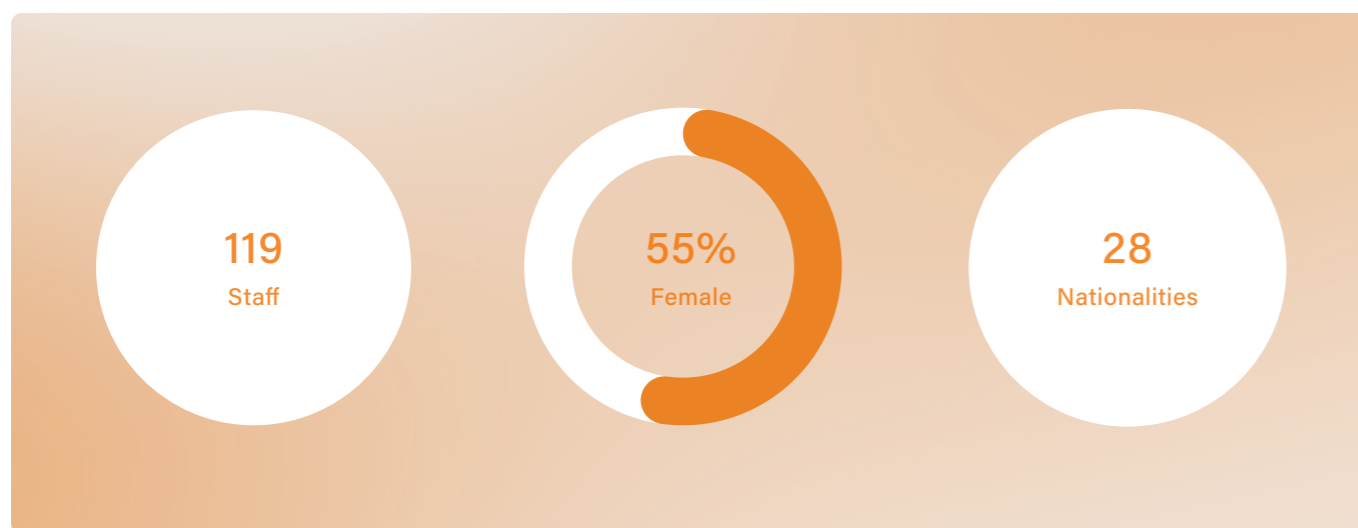
- Informal networks and anti-corruption
- Internal controls and anti-corruption
- Tax investigations and illegal wildlife trade
- National money laundering and terrorist financing risk assessments
- Court monitoring
- Money laundering through the gambling industry



All publications are freely available: [baselgovernance.org/publications](https://www.baselgovernance.org/publications)

Celebrating diversity, equity and inclusion

Our long-standing commitment to diversity, equity and inclusion is reflected in our global team. Of our 119 staff at the end of 2022, 55 percent were female. We count 28 separate primary nationalities and a wide range of professional and cultural backgrounds.



As a women-led organisation working in dozens of different countries, we know that empowering women and achieving an inclusive and supportive workplace go well beyond statistics.

In 2022, we formalised our high-level commitments to gender equality and wider diversity, equity and inclusion. Among others, we committed to the Women’s Empowerment Principles of the UN Global Compact and UN Women.

- By participating in the UN Global Compact’s Target Gender Equality initiative, we drew up an action plan with practical and measurable steps. The data we will now systematically gather will enable us to be more transparent and accountable to our commitments going forward.
- We undertook a gender pay equality evaluation by the Swiss Federal Administration – and passed successfully.
- We reinforced safeguarding principles in our Code of Ethics, particularly around sexual exploitation, abuse and harassment (SEAH) and in relation to our expectations of our partners.



As a member of the International Gender Champions Network, Gretta Fenner acts as an ambassador and role model on gender equality among the anti-corruption community.

“ We know that women are disproportionately affected by corruption. Fighting against corruption means fighting for gender equality; and fighting for gender equality means fighting against corruption.”

Gretta Fenner
Managing Director, Basel Institute on Governance

As we move into 2023, we look forward to continuing to advocate for gender equality, diversity and inclusion (GEDI).

Among others, we will be developing a framework to mainstream gender considerations into the work of ICAR. We are also publishing a new GEDI report and two-year action plan.

In this way, we hope to create even greater employee buy-in and loyalty, as well as encourage peer organisations to also raise the bar on gender equality.

Mark Pieth: fighting corruption with the Basel Institute and beyond

On 1 October 2022, Mark Pieth officially handed over the baton as President of the Basel Institute on Governance to Peter Maurer. After founding and leading the organisation for around 20 years, this was a significant moment for us all.

In a [personal blog](#), Mark Pieth gave a brief overview of how the Institute was born and evolved over the years. An excerpt:

“



For me personally, the wider thrust of the Basel Institute's activity has always been the challenges posed by the deregulated, globalised world that we inherited following the Cold War. The fall of the Berlin Wall opened up markets and brought positive developments for many people.

But the free movement of capital and services did not necessarily raise standards of living for everyone.

Conflicts have continued to rage. Organised crime has been on the rise. Corporations have colluded with corrupt elites to embezzle the natural resources of desperately poor countries. Many citizens even in rich states live a precarious existence. All these developments create dark spaces for corruption to occur.

The ultimate goal of the Basel Institute's anti-corruption work under my leadership has always been to bring light to those dark spaces and to improve the lives of citizens everywhere.

As I hand over the presidency, I feel a mix of pride, anticipation and deep gratitude. First, for the tremendous Board members that have supported our mission for so many years. Second, for the leadership team and staff that have not only made our vision a reality but transformed it into so much more. It has been quite a journey.

I look forward with great hopes and anticipation for the Basel Institute's next steps in this ever changing world.”

Our team



Management Group



Gretta Fenner
Managing Director



Gemma Aiolfi
Head of Compliance, Corporate Governance and Collective Action (outgoing)



Phyllis Atkinson
Head of Training ICAR



Claudia Baez-Camargo
Head of Public Governance



Juhani Grossmann
Team Leader Green Corruption



Vanessa Hans
Head of Private Sector (incoming)



Iker Lekuona
Head of Programmes ICAR



Andrea Poelling
Head of Operations

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Kateryna Boguslavska Project Manager Basel AML Index
Amanda Cabrejo le Roux Environmental Crime Specialist
Jacopo Costa Senior Research Fellow
Andrew Dornbierer Senior Asset Recovery Specialist
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Monica Guy Communications Specialist
Peter Huppertz Team Leader IT and eLearning
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Keziah Kamau-Borner Administration Manager/Executive Assistant
Saba Kassa Senior Public Governance Specialist
Flavio Kirst Senior Finance Administrator
Isys Lam Junior Legal Researcher
Shane McLean Visual Designer
Manuel Medina Intelligence Analyst IWT
Irina Mende Senior Finance Administrator (team lead)
Ana Mladinov Administration Specialist
Federico Paesano Senior Asset Recovery Specialist
Teresa Paonessa Senior HR Specialist/Safeguarding Officer

Amanda Procter Programme Officer ICAR
Marilyn Ramirez Human Resources Specialist
Stephen Ratcliffe Senior Investigation Specialist
Thierry Ravalomanda Senior Asset Recovery Specialist
Carmen Santos eLearning Developer
Johanna Schönberg Intern, Public Governance
Xenia Schuster Web Developer
Jonathan Spicer Senior Asset Recovery Specialist
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Public Finance Management | Peru

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Constante Castillo Embedded PFM Specialist
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Martin Cayo Embedded PFM Specialist
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Delia Contreras Embedded PFM Specialist
Romina Cruz Communications Officer
Elva Cruz Embedded PFM Specialist
Dalila Diaz Embedded PFM Specialist
Milagrito Diaz Embedded PFM Specialist
Luz Garrido Embedded PFM Specialist
Carolina Herrera Secretary
Sergio Jimenez Thematic Coordinator
Luis Linan Embedded PFM Specialist
Lucy Malarin Administrative Assistant

Cristhian Maldonado Consultant
Javier Mazzotti Logistics Officer
Julio Morales Embedded PFM Specialist
Mirtha Muniz Embedded PFM Specialist
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Rodolfo Padilla Embedded PFM Specialist
Deily Pereda Consultant
Alejandro Quispe Administrator
Jorge Rodas Consultant
Lady Seminario Embedded PFM Specialist
Alicia Tambo Office Services
Liliana Velarde Accountant
Luis Yzquierdo Embedded PFM Specialist

Departed and Temporary Staff

Iman Alwan Administration Specialist
José Luis Braguês Team Leader Mozambique / Senior Anti-Corruption Specialist
Francis Burak Senior Asset Recovery Specialist
Sarah Chapman Human Resources Specialist
Dennis Cheng Senior Asset Recovery Specialist
Hellen Muchunu Programme Manager
Eloy Munive Senior Corruption Prevention Specialist, Green Corruption
Sandrine Pflückebaum Legal Counsel
Lynn Pies Communications and Events Intern, Collective Action
Cosimo Stahl Public Governance Specialist
Hannes Van Vuren Senior Investigation Specialist
Melanie Zemp Compliance Specialist and Collective Action Advisor

Foundation Board

Peter Maurer President as of Oct 2022
Prof Dr Mark Pieth President until end Sept 2022
Prof Dr Anne Peters Vice President
Prof Dr Stephanie Bailer

Dr Marco Balmelli
Dr Thomas Christ
Prof Dr Till Förster until Sept 2022
Domenico Scala
Christoph Tschumi

Senior Advisors

Hans-Peter Bauer Senior Advisor
 Financial Crime
Rudolf Wyss Senior Asset Recovery Advisor

Funding and partnerships

In 2022, the annual budget (*total operating income*) of the Basel Institute on Governance was CHF 13.2 million. Approximately 26 percent of this is core financing (*contributions*), with the remaining 74% made up of project- and country-programme specific funding (*project income, reimbursed expenses, overhead recovery*).

We are grateful to the Bailiwick of Jersey, the Principality of Liechtenstein, the Norwegian Agency for Development Cooperation (Norad), the Swiss Agency for Development and Cooperation (SDC), the UK Foreign, Commonwealth & Development Office (FCDO) and the UK Home Office for providing continued core contributions to our International Centre for Asset Recovery (ICAR), and in many cases also additional country-specific programme funding.

In addition, the Principality of Liechtenstein has continued to provide vital core funding to our Green Corruption programme.

Through the Siemens Integrity Initiative, we have benefited from long-term funding that has been essential to build and expand our Collective Action practice.

Other development and corporate partners fund some 40+ specific projects, including technical assistance and applied research.

As a non-profit organisation, any surplus funds from advisory services and projects are used to support our research and technical assistance initiatives in partner countries.

While finance is of course essential to the success of our programmes, so too is the dedication and steady encouragement of all our partners from around the world, to whom we wish to express our sincere appreciation.

Without their dedication to our joint efforts we would not be able to pursue our mission: to eradicate corruption and promote good governance globally.



A special thanks to those who have supported our work with substantial financial contributions over the last years:

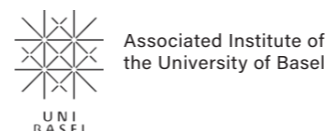


Our gratitude to the country offices and embassies of the above institutions and all others who have funded research and technical assistance projects in 2022, including:

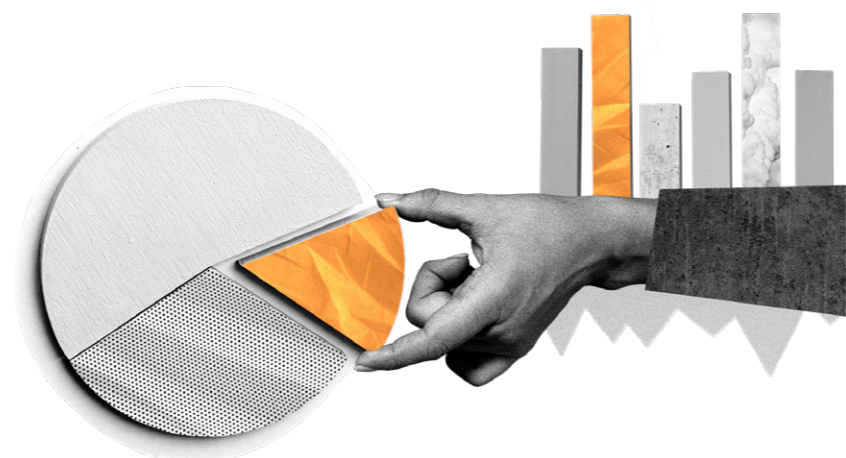
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Conflict, Stability and Security Fund (CSSF), UK Embassy in Lima
- European Bank for Reconstruction and Development (EBRD)
- Global Integrity Anti-Corruption Evidence Programme (GI-ACE)
- KBA-Notasys Integrity Fund, Koenig & Bauer
- UK Department for Environment, Food & Rural Affairs
- U.S. Agency for International Development
- U.S. Department of State Bureau of International Narcotics and Law Enforcement Affairs

And our thanks to those for whom we act as Secretariat for the continued trust and fruitful partnership:

- Ethics and Compliance Switzerland
- International Academy of Financial Crime Litigators
- The Wolfsberg Group



Financial statement



Balance sheet

Assets (in CHF)	31 Dec 2022	31 Dec 2021
Liquid assets	2,659,140.14	3,620,985.17
Trade-receivables	1,435,570.31	970,341.36
Other receivables	95,515.57	171,950.06
Accrued income and prepaid expenses	1,099,252.27	997,243.18
Total current assets	5,289,478.29	5,760,519.77
Office furniture and IT equipment	3,674.83	05,848.41
Financial assets	44,686.95	44,687.10
Total fixed assets	48,361.78	50,535.51
Total assets	5,337,840.07	5,811,055.28
Liabilities (in CHF)	31 Dec 2022	31 Dec 2021
Trade-payables	191,981.06	150,302.67
Advance payments	2,026,896.79	2,172,414.01
Other payables	126,251.06	93,942.83
Accrued liabilities and deferred expenses	528,269.74	446,726.78
Total current liabilities	2,873,398.65	2,863,386.29
Restricted funds (ICAR)	1,309,007.28	1,987,976.17
Total restricted funds	1,309,007.28	1,987,976.17
Total liabilities	4,182,405.93	4,851,362.46
Paid-in capital	20,000.00	20,000.00
Unrestricted capital (GOV)	889,692.82	720,255.48
Annual result	245,741.32	219,437.34
Total capital of the organisation	1,155,434.14	959,692.82
Total liabilities & capital of the organisation	5,337,840.07	5,811,055.28

Statement of operations



Income and expenditure (in CHF)	2022	2021
Contributions	3,476,081.29	3,113,327.08
Overhead recovery	596,259.02	398,229.27
Project income (fees)	2,808,396.26	5,657,745.53
Reimbursed expenses	2,320,058.91	1,606,205.27
Project income (fees field staff & long-term consultants)	3,988,282.85	
Total operating income	13,189,078.33	10,775,507.15
Project expenditure	-12,026,518.59	-9,112,111.50
Administrative expenditure	-1,566,561.84	-1,430,749.37
Total operating expenditure	-13,593,080.43	-10,542,860.87
Operating surplus (- deficit)	-404,002.10	232,646.28
Net financial income	-79,225.47	-27,990.98
Change of restricted funds	678,968.89	35,217.96
Change of unrestricted funds	-50,000.00	-50,000.00
Annual result	245,741.32	191,446.36

Note: The aforementioned balance sheet and statement of operations form part of the Basel Institute's Financial Statement 2022, which was audited by BDO AG, in accordance with Swiss GAAP ARR, Swiss law and the Charter of the Foundation and its regulations. The Foundation Board of the Basel Institute approved the Financial Statement 2022 on 30 March 2023.

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Collective Action

 @FightBribery
 Collective Action at the
Basel Institute





Asset Recovery

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