BASEL INSTITUTE ON
GOVERNANCE

Annual Report
2015

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Foreword

2015 has been a year with many changes for our Institute. For one, we have grown very rapidly, more than doubling our staff numbers and increasing our annual operating budget by around 60%. Second, we have considerably revised our operational strategy and further expanded our thematic reach. The changes are re ective of global developments and our own institutional learning, after more than 12 years of attempting to contribute to global efforts to reduce corruption and enhance governance.

The asset recovery team has started branching out into related enforcement areas, and has diversi ed the types of institutions we partner with. The nascent collaboration with the International Criminal Court is a good example. This and similar new partnerships are founded in the conviction, and indeed experience, that tools used to recover assets stolen through corruption can be used just as effectively against any other crimes that leave a nancial trace. Although the "follow the money approach", to our dismay, continues to be a sometimes strangely under-used concept even in anti-corruption, we are convinced that if we apply this broader scope to our assistance programmes, we will succeed in contributing to a real paradigm shift that has an impact beyond anti-corruption law enforcement in the broader areas of rule of law and development.

Another operational development is the investment of substantial resources into setting up permanent in-country presences. This change in operational strategy is founded in the recognition that trust, perseverance and an in-depth understanding of context are three essential prerequisites for tangible progress in any area of our work. This approach has received a big boost in September, when we opened the Institute's rst ever full- edged foreign subsidiary - a "country of ce" as this is called in development circles - selecting Peru as our rst port of call for a large-scale country based operation. At the end of 2015, we had 20 staff posted in the Peru of ce and across various country operations in Africa and Eastern Europe. That's a big leap from one eld staff in 2014.

The Peru of ce is also illustrative of another gradual shift in our operational strategy that has materialized signi cantly in 2015, namely a more "stubborn" insistence on multi-disciplinarity and on multi-stakeholder engagement. Through its focus on public nancial management, the Peru of ce's work emphasizes traditional corruption prevention work; this is mirrored by a programme component focused on corruption enforcement, so as to ensure that matters can be recti ed when prevention has failed. True to the Institute's spirit and vision, we add to this equation our very important partners from civil society and the private sector, to ensure that accountability is more than a word, and that those concerned by corruption can contribute effectively and meaningfully to ghting corruption.

This partnership between private sector and governments continues to preoccupy us not only in Peru but globally, as we see that despite many years of talking about the need for collaboration, these two sectors perceive themselves more often than not to be at opposing ends. We continue to prioritize creating these necessary bridges. For this, we can build on our engagement in both sectors, as we work not only with governments, but are closely engaged with companies of various sizes to help them design and implement anti-corruption compliance programmes, conduct due diligence analysis or build private sector alliances against corruption.

We concluded this year by proudly winning two major research grants that fall squarely within our Institute's vision that, as noted above, consideration for context is a critical factor for any successful anti-corruption intervention. With these British Academy and East Africa Research Fund (EARF) funded programmes, we will be able to pursue this vision further and look at some of the underlying factors of corruption more deeply, with the ultimate objective of better informing our and others' anti-corruption efforts. We hope this will be of use to all our partners and fellow anti-corruption activists.

We know very well that closing these multiple bridges is an easy task, and indeed believing in being able to do may sometimes appear naïve; but we see results, and see small but real change. So we will continue to pursue goal, while constantly and critically reviewing our appro and remaining open-minded and exible to adjust our w of doing things when and if it becomes necessary.

We are proud of and grateful to our colleagues, both in B and abroad, who have dealt with these signi cant chang with exceptional professionalism, calm, and seemingly ne ending enthusiasm and passion for our mission to g corruption and improve governance. Thank you!

PROF MARK PIETH
PRESIDENT OF THE
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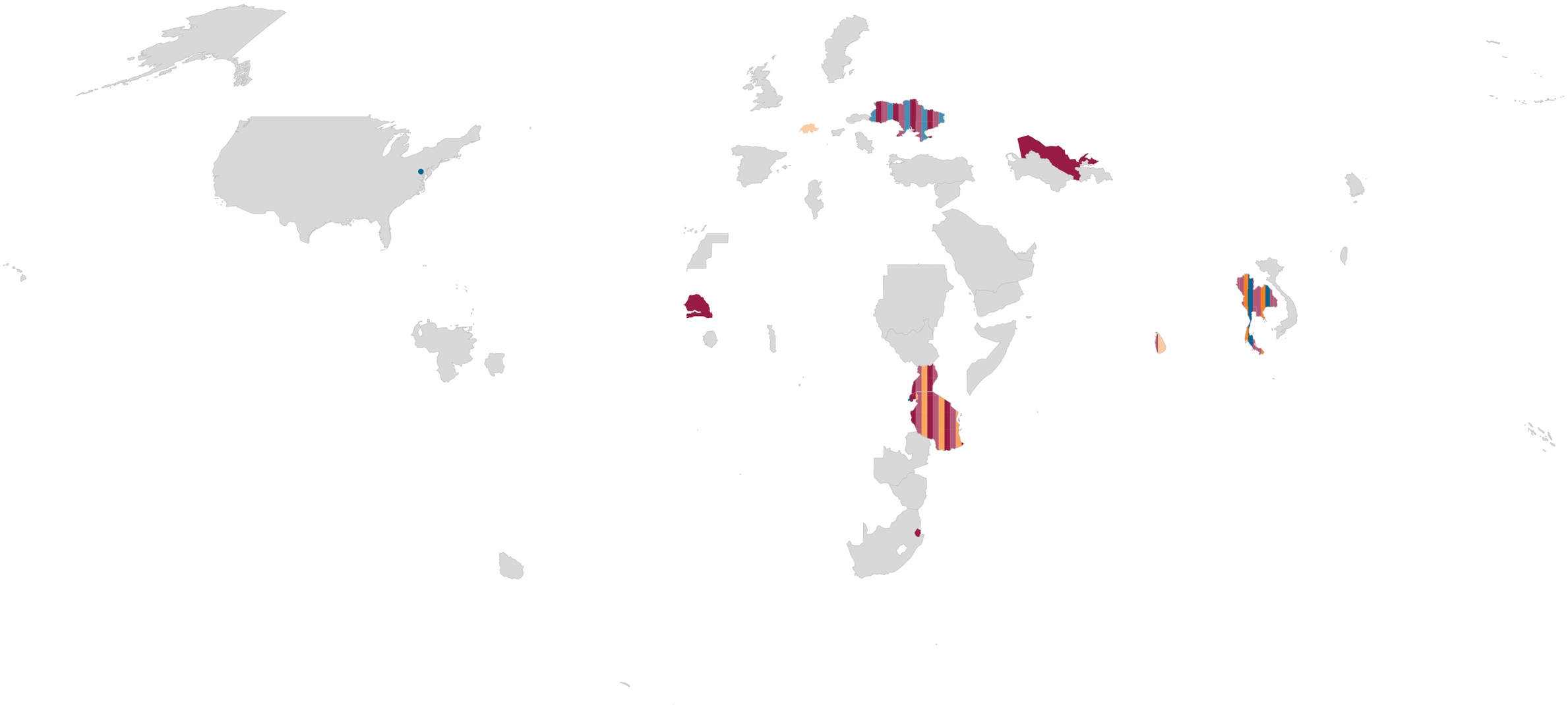
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