

TIAC STRATEGIC PLAN FOR 2013-2015

(Amended version of 2011-2015 Strategy)

Approved by the General Meeting

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PREFACE

This strategic plan was amended based on the results of strategic planning carried out by the Organization in 2012. It aims to bring the 2011-2015 Strategy in force /endorsed during General Meeting of 25.02.2011 by Protocol No. 01/ in compliance with the Organization's activity in its key areas.

The Organization's 2013-2015 strategic plan rests on following three areas:

- Effective anticorruption policy, transparent and accountable governance*
- Free, fair and transparent elections and establishment of electoral institute*
- Reasonable, transparent and accountable management of public resources, including the management of state and community property and financial resources.*

This strategic plan outlines the scope of the Organization's forthcoming three-year activity in three key areas (governance system, elections, public resources) by setting up indicators for the strategic issues of the Organization.

Accordingly, it is considered to be

- an effective oversight instrument for the Organization members
- a guideline document for the employees
- a source of information for stakeholders and donor organizations

This strategic plan serves as base for the development and implementation of the activity and work plans of the Organization.

STRATEGIC GOALS AND OBJECTIVES

SG 1. 1. Legislation and law enforcement practice on good governance are improved				
SO 1.1.1 Anticorruption policy and its implementation practice are improved	Indicators	2013	2014	2015
Research of legislation and practice that regulate the activities of the institutions constituting National Integrity System pillars and advocacy for their improvement	<ul style="list-style-type: none"> - The entire legislation regulating activities of 13 pillars, its enforcement and compliance with each other and international practice is researched - Summary report and recommendation package are developed and sent to relevant bodies - 240 copies of the report are printed and disseminated to at least 20 stakeholders - Stakeholders' discussion is organized to present the recommendations 			
Monitoring and evaluation of general implementation of anticorruption strategy or implementation of actions provided in certain areas, as well as advocacy ¹ for their improvement	<ul style="list-style-type: none"> -The course of actions' implementation provided by anticorruption strategy is researched - A summary report is made and recommendation package is sent to relevant bodies - 100 copies of report are printed and disseminated to at least 20 stakeholder institutions 			
Research of the causes, manifestations, spread and perceptions of corruption in certain areas, and means and tools for fighting corruption, development of recommendations to reduce corruption risks and their advocacy	<ul style="list-style-type: none"> - Research is carried out in at least 2 areas - Summary report and package of recommendations to relevant bodies are made -50 copies of report are printed and disseminated to least ---- stakeholders -Discussion with stakeholders is organized to present the recommendations 			
SO 1.1.2. International anticorruption obligations undertaken by the Republic of Armenia are carried out	Indicators	2013	2014	2015
Monitoring and evaluation of relevant provisions of international instruments on good governance or fighting corruption, signed by Armenia and advocacy for their improvement	<ul style="list-style-type: none"> -Regular monitoring on implementation of obligations undertaken by Armenia within the framework of international agreements and structures (UNCAC, GRECO, OECD, ENP, EaP, OGP) is carried out - Summary report is made and presented to the bodies responsible for international instruments and relevant state institutions of Armenia 			

¹ From the point of view of fighting corruption, especially important areas subject to monitoring and evaluation may be singled out and viewed as separate strategic objectives with relevant action plan, such as objectives 1.1.4, 1.1.5

SO 1.1.3. Law enforcement on corruption cases is improved	Indicators	2013	2014	2015
Study of the legislation regulating activities of inspection bodies and advocacy for their improvement	<ul style="list-style-type: none"> - Study of legal acts regulating the activities of at least 4 inspection bodies (labor, tax, urban development and nature protection) and their enforcement are conducted -Summary report and package of recommendations to relevant bodies are made - 4 discussions of stakeholders are organized to present the results of the study and relevant recommendations 			
Monitoring and evaluation of law enforcement bodies' activities and advocacy to improve them	<ul style="list-style-type: none"> - Study of the actions taken by law enforcement bodies on at least 36 cases (prosecutor general's office, special investigation service, police) is conducted - In at least 3 cases law enforcement bodies' actions on dismissal to open criminal cases or manifestation of other inaction are appealed through the court system -Summary report and package of recommendations to relevant bodies are made -Discussion of stakeholders is organized to present the study results and relevant recommendations -The analysis/dynamics of corruption crimes since 2009 and actions taken in that regard are summarized and presented through visual aids -Statements on law enforcement bodies' activities regarding certain cases and cases in general are made and disseminated 			
SO 1.1.4. Freedom of information legislation and its enforcement are improved	Indicators	2013	2014	2015
Study regulating freedom of information legislation, monitoring and evaluation of its enforcement and advocacy for improvement	<ul style="list-style-type: none"> -Package of recommendations to improve legislation regulating freedom of information are made, (Law on Freedom of Information and other laws that encompass norms on freedom of information) taking into consideration the data on a study conducted earlier and the results on strategic litigation cases -Discussion of stakeholders is organized to present the study results and relevant recommendations 			
Conducting strategic litigation in case of restrictions to freedom of information	<ul style="list-style-type: none"> -Strategic litigation is conducted on at least 4 cases 			
SO 1.1.5. Legislation regulating public service and its enforcement are improved	Indicators	2013	2014	2015
Study of public service legislation regulating the activities of high ranking officials, its enforcement monitoring and evaluation and advocacy for their improvement	<ul style="list-style-type: none"> -Study of legislation regulating public service is conducted -Summary report and package of recommendations to relevant bodies are made 			

	<ul style="list-style-type: none"> -Discussion of stakeholders is organized to present the results of the study and relevant recommendations are made, in particular on code of conduct, conflict of interests, assets and incomes declarations - Data on declarations of at least 200 officials and people related to them is analyzed and posted annually on the organization website's database -Study of actions on at least 30 cases taken by relevant ethics commissions (Ethics Committee of National Assembly, Ethics Commission for High Ranking Officials, Ethics Commission for Judges and Prosecutors) was conducted -Reports of high ranking officials' illegalities on at least 12 cases are submitted to law enforcement bodies 			
SG 1.2. The public actively participates in the fight against corruption				
SO 1.2.1. Awareness of corruption is raised and intolerance of it is increased	Indicators	2013	2014	2015
Presentation of the findings of TI global movement's initiatives and regular research released by TI Secretariat in Armenia	<ul style="list-style-type: none"> -At least 5 press conferences are organized to present the findings of Corruption Perceptions Index and Global Corruption Barometer - At least 5 press releases are developed and disseminated 			
Coverage of corruption occurrences, voicing the problems and dissemination of knowledge	<ul style="list-style-type: none"> -About 40 interviews are given to media on corruption occurrences -About 6 statements/official position on corruption occurrences and cases on violation of other rights are published -About 6 lectures are delivered on corruption, its manifestations, spread, perceptions, fight against it and other related issues 			
Organization of public campaigns and dissemination of anticorruption ideas	<ul style="list-style-type: none"> -At least 6 campaigns are organized on corruption, elections, public property, freedom of information, and other issues including public events and/or media materials -The campaign materials posted on YouTube and social media websites receive 1,000 likes, 200 shares, 50 comments; nearly 100 people participate in public events - Facebook page likes are increased by 500. -The number of website visitors is increased by 10,000 			
SO 1.2.2. Citizens and organizations obtain capacities to participate in fight against corruption	Indicators	2013	2014	2015
Providing legal support to the citizens and organizations who are victims of corruption and who report on possible occurrences of corruption	<ul style="list-style-type: none"> -Provision of legal support to citizens and organizations on 6 cases of strategic importance (consultancy, submitting of applications to related state institutions, representing interests in judicial bodies) -Provision of legal support when needed to the citizens who became victims of violation of freedom of assembly and expression 			
Implementation of joint initiatives with the organizations who fight against corruption	<ul style="list-style-type: none"> -About 6 statements are released jointly with partner organizations on various issues implying corruption manifestations 			

manifestations and their outcomes in their respective spheres	-The Organization participates in gatherings of about 6 various issues on corruption manifestations			
SG 2.1. Electoral legislation and law enforcement are improved				
SO 2.1.1. Electoral Code and its enforcement are improved	Indicators	2013	2014	2015
Study regulating electoral area and advocacy to improve it	-RA Electoral Code and the Central Election Commission decisions are studied -A package of recommendations is made to amend electoral legislation -A package of recommendations is made to relevant bodies, in particular related to expression of one's free will, misuse of administrative resources, voter lists, political party financing, voting procedure, complaint system, as well as regarding relevant administrative and criminal liabilities -Meetings with stakeholders are organized or participated to submit recommendations			
Monitoring of legislation enforcement and evaluation, including via conduct of observation mission	-Study of the practice on misuse of administrative resources is conducted -Study of election campaign practice is conducted -Election observation is carried out in at least 70 electoral precincts in Yerevan city elections and in 30 communities during other local level elections -Illegal activities of at least 100 precincts are appealed -At least 12 reports/applications were submitted to law enforcement and judicial bodies on electoral violations in order to take actions -Report is made on enforcement of legislation and is submitted to stakeholders			
SG 2.2. The public actively participates in electoral processes				
SO 2.2.1. Public more actively participate in electoral processes	Indicators	2013	2014	2015
Organization of discussions on political party programs and their performance	-Studying the level how pre-election promises are kept by political parties -100 copies of report are printed and disseminated to at least 100 stakeholder institutions -Discussion of stakeholders is organized to present the performance of the political parties			
Raising public awareness on electoral violations	-Trainings on election observation is organized for at least 150 observers -A booklet is developed on providing local government elections and is disseminated to at least 2,000 citizens			
SG 3.1. Public resource management legislation and law enforcement are improved				
SO 3.1.1. Natural resource management processes are improved	Indicators	2013	2014	2015

Study of legislation and practice regulating mining management and development of recommendations to improve them and advocacy	- Legislation regulating mining management is studied and a package of recommendations is made -Discussion of stakeholders is organized to present the findings of the research and relevant recommendations			
Promotion of Armenia's membership to Extracting Industry Transparency Initiative (EITI)	-Meetings are organized with stakeholders to present the recommendations -Meetings are organized with international organizations interested in Extracting Industry Transparency Initiative and representatives of relevant state organizations			
SO 3.1.2. The processes of urban resource management are developed	Indicators	2013	2014	2015
Study of legislation and practice regulating management of green spaces and development of recommendations to improve them and advocacy	-Monitoring of lease/privatization processes of green spaces in Yerevan is carried out and relevant updates are made in database - Study of legislation regulating management of green spaces in settlements and a package of recommendations are made -Discussion of stakeholders is made to present the results of the study and relevant recommendations			
SO 3.1.3. The processes of management of historical-cultural monuments are improved	Indicators	2013	2014	2015
Study of legislation and practice regulating management of historical-cultural monuments and development of recommendations to improve them and advocacy	-Monitoring of management and use of historical and cultural monuments of Yerevan and relevant updates are made in the database -The Organization participates in studies implemented by partners and makes recommendations			
SO 3.1.4. Public finance management (including procurement) is improved	Indicators	2013	2014	2015
Study of legislation and practice regulating the sphere of public procurement and development of recommendations to improve them and advocacy	-Monitoring of public procurement is conducted -The legislation regulating public procurement and a package of recommendations are made -5 events are organized to present the results of the study and relevant recommendations			
Organization of oversight of state and/or community budgets	-Budget expense monitoring is conducted in at least 2 spheres -2 events are organized to present the results of the study and relevant recommendations			
SO 3.1.5. Defense and security sphere management are improved	Indicators	2013	2014	2015
Study of legislation and practice regulating relevant spheres and development of their improvement and advocacy	-Legislation regulating the management of relevant spheres is studied and a package of recommendations is made -Discussion of stakeholders is organized to present the results of the study and relevant recommendations			

SG 3.2. Public participation in natural and urban resource management process is improved				
SO 3.2.1. Legislation related to public participation and its enforcement is improved	Indicators	2013	2014	2015
Development of recommendations to improve the legislation and law enforcement and advocacy	-Participates in the development of legislation on environmental impact assessment and environmental expertise -Enforcement of environmental impact assessment and legislation on environmental expertise is studied -Report is made on implementation of legislation and presented to stakeholders			
SO 3.2.2. Aarhus Convention implementation is improved	Indicators	2013	2014	2015
Advocacy of implementation of obligations undertaken by Aarhus Convention	-Participates in the development of Aarhus Convention National Implementation Report in 2013 -Complaints and reports are presented to Aarhus Convention Compliance Committee at least twice			

STRATEGY IMPLEMENTATION

Strategy implementation annual action plans are developed, specifying the precise steps, timeframe, measures and responsible people to realize 2013-2015 strategic plan of the Organization.

For effective implementation of the goals set up by this strategy, it is necessary to mobilize all the units and resources of the Organization's governance, as well as to involve new human resources.

Parallel with the strategy implementation it is necessary to ensure implementation of the Organization development program, involving the following actions:

- Increasing the Organization member involvement in TIAC activities
- Regular monitoring and evaluation of the Organization activity
- Optimization of human resource management system
- New human resource involvement in the Organization's activity and/or retraining
- Increasing the number of Organization employees, members, and affiliates' knowledge on corruption
- Implementation of effective marketing on the Organization's activity in particular through new technologies
- Ensuring financial stability of the Organization
- Improving the Organization's procedures

The bodies that ensure and/or support implementation of 2013-15 strategic plan are:

General Meeting

The General Meeting approves both this strategy and the Executive Director's reports on actions to implement these strategic goals

Board

The Organization Board carries out strategy development and submits it to the General Meeting to be approved, as well as takes into account annual action plans for the strategy implementation and approves their implementation reports

Executive Director

The Executive Director of the Organization ensures carrying out action plan for the implementation of strategic goals and presents its implementation report to the Board, as well as activity reports on strategic goal implementation to the General Meeting.

Employees

The Organization's employees carry out the actions defined by annual working plans for the implementation of the strategic goals and regularly present reports to the Executive Director on their implementation.

TI Secretariat

The Secretariat of TI, global movement against corruption, provides regular accreditation for national chapters /every three years/, analyzes and evaluates the Organization's general activity, development, effectiveness and ensures continuous compliance with its standards.