

# TRANSPARENCY INTERNATIONAL ANTICORRUPTION CENTER

## 2022-2024 STRATEGY





**PROMOTE GOOD GOVERNANCE AND DEMOCRATIC  
PROCESSES TO CONTRIBUTE TO STRONG STATEHOOD  
AND A CORRUPTION-FREE ARMENIA.**



Prevent corruption by promoting transparency, accountability and integrity of governance processes



Promote integrity in politics by supporting free, fair elections, and the improvement of the political system



Promote the rule of law by pursuing proper law enforcement, establishment of justice and protection of human rights



Promote civic leadership by disseminating knowledge, protecting the civic space and creating opportunities for public engagement



Protect public resources through responsible management of public property and finances and promoting the efficiency of public services



## FOR THE 2022-2024 STRATEGY



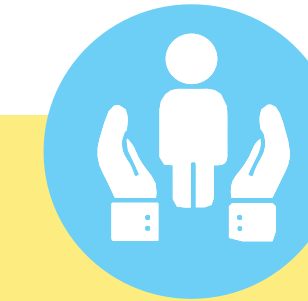
### CORRUPTION PREVENTION

- Support an effective anticorruption policy
- Support with the development of legislation preventing corruption risks
- Promote the establishment of institutions of integrity and mechanisms preventing corruption in the public sphere



### LAW AND ENFORCEMENT

- Pursue the law enforcement practices
- Assist citizens in the protection of the public interest
- Pursue the process of recovering illegal property and holding liable



### PUBLIC RESOURCES AND SERVICES

- Promote effective, transparent and accountable management of public property (including natural resources)
- Promote effective, transparent and accountable management of public finances
- Promote the improvement of the quality of public services and reduction of corruption risks

## FOR THE 2022-2024 STRATEGY



### POLITICAL SYSTEM

- Support holding free and fair elections
- Assist with the establishment of the institution of political parties and the improvement of transparency



### ANTICORRUPTION EDUCATION AND CIVIC SPACE

- Promote civic and anticorruption knowledge and shaping of values
- Contribute to the improvement of CSO environment including both legislation and practice
- Promote the improvement of the institution of public participation
- Promote the development of civil society in Artsakh

## CORRUPTION PREVENTION

### PROBLEM

Although corruption has decreased according to international expert assessments, the incomplete operation of institutions of integrity, acts of corruption and corruption risks in the public service sector, the selective approach to fighting corruption, the unsubstantiated and non-transparent decision-making, as well as lack of public oversight remain a problem.

### OBJECTIVES

TIAC seeks to support the development of an effective anticorruption policy and legislation preventing corruption risks, as well as to promote the establishment of integrity institutions and corruption preventing mechanisms in the public sphere.

### RESULTS

We expect to achieve the improvement of the anticorruption legislative framework, the development and implementation of action plans to counter corruption and the inclusion of the areas outlined by TIAC in the new Anticorruption Strategy.



## LAW AND ENFORCEMENT

### PROBLEM

Although a number of legal acts were adopted in recent years towards combating corruption, these often remain on paper because of the lack of respective capabilities and political will, and a selective attitude. There is a problem of law enforcement in the process of ensuring the recovery of stolen assets and imposing appropriate sanctions.

### OBJECTIVES

TIAC seeks to improve the law enforcement practice, assist citizens in protecting the public interest, and pursue the process of recovery of illegal property and holding liable.

### RESULTS

We expect to achieve full enforcement of legal regulations, restoration of public interest, increase in returned money, and application of sanctions against the perpetrators.



## PUBLIC RESOURCES AND SERVICES

### PROBLEM

The management of public resources, including public finances, carries with it many corruption risks, therefore the lack of participation, transparency and accountability in the sound management of public resources, including public finances, the low quality of public services and the acts of corruption in this area, as well as the lack of public oversight remain pressing issues.

### OBJECTIVES

TIAC seeks to promote effective, transparent, accountable management of public property (including natural resources), improvement of the quality of public services and reduction of corruption risks.

### RESULTS

We expect to achieve sound public resource management and improvement in the quality of public services, as well as improvement in the budget process, the procurement legislation and its enforcement, more accountable, participatory, effective and targeted budgeting, information on public procurement in an open data format, as well as improvement in public service legislation and reduction of acts of corruption and corruption risks.





## POLITICAL SYSTEM AND ELECTIONS

### PROBLEM

The practice of violations during the elections has on the whole decreased, however, issues of misuse of administrative resources, pressures and a number of other problems persist. The authoritarian traditions formed over the years have not contributed to the formation of alternative political parties, and the lack of transparency in their funding sources affects negatively the public trust in the political parties.

### OBJECTIVES

TIAC seeks to promote free and fair elections, the establishment of the institution of political parties and the improvement of transparency.

### RESULTS

We anticipate that elections will be held in accordance with the provisions of the Electoral Code, with reduced pressures and misuse of administrative resources to the extent possible. Furthermore, we expect to achieve public access to political party funding data and a transparent and accountable decision-making process in the governing bodies of the political parties.



## ANTICORRUPTION EDUCATION, PUBLIC PARTICIPATION AND CIVIC SPACE

### PROBLEM

Systemic problems in fighting corruption are largely due to the low level of public awareness and civic activism, lack of mechanisms for meaningful citizen participation in decision-making and gaps in the implementation of such mechanisms. A well-developed civil society operating in an enabling legal and practical environment is one of the crucial pillars of good governance and democracy both in Armenia and Artsakh.

### OBJECTIVES

TIAC seeks to promote civic and anticorruption knowledge and shaping of values, contribute to the improvement of the legal and practical environment of civil society organizations and the institution of public participation, as well as promote the development of civil society in Artsakh.

### RESULTS

We expect to expand TIAC's audience, disseminate knowledge, increase the influence of young people trained by TIAC in the fight against corruption, improve the CSO environment score, as well as increase the number of CSOs and active groups in Artsakh.



## THE GENERAL MEETING

approves this Strategy and the Executive Director's reports on the activities towards achieving the strategic objectives.

## THE BOARD

participates in the development of the Strategy and submits it to the General Meeting for approval, as well as accepts the annual action plans for the implementation of the Strategy and approves the reports on their implementation.





## THE EXECUTIVE DIRECTOR

ensures the implementation of the strategic action plan and submits reports on its implementation to the Board and General Meeting.

## THE STAFF

participates in the development of the Strategic plan and related documents, carry out activities aimed at achieving the strategic objectives and defined by the annual work plans, and submit regular reports on their progress in accordance with the established procedure.



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