

TRANSPARENCY INTERNATIONAL RUSSIA STRATEGY 2022-2026

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Transparency International Russia is part of global Transparency International anti-corruption movement operating in over 100 countries around the world.

In Russia, we work towards building a world in which government, politics, business, civil society and the daily lives of people are free of corruption.

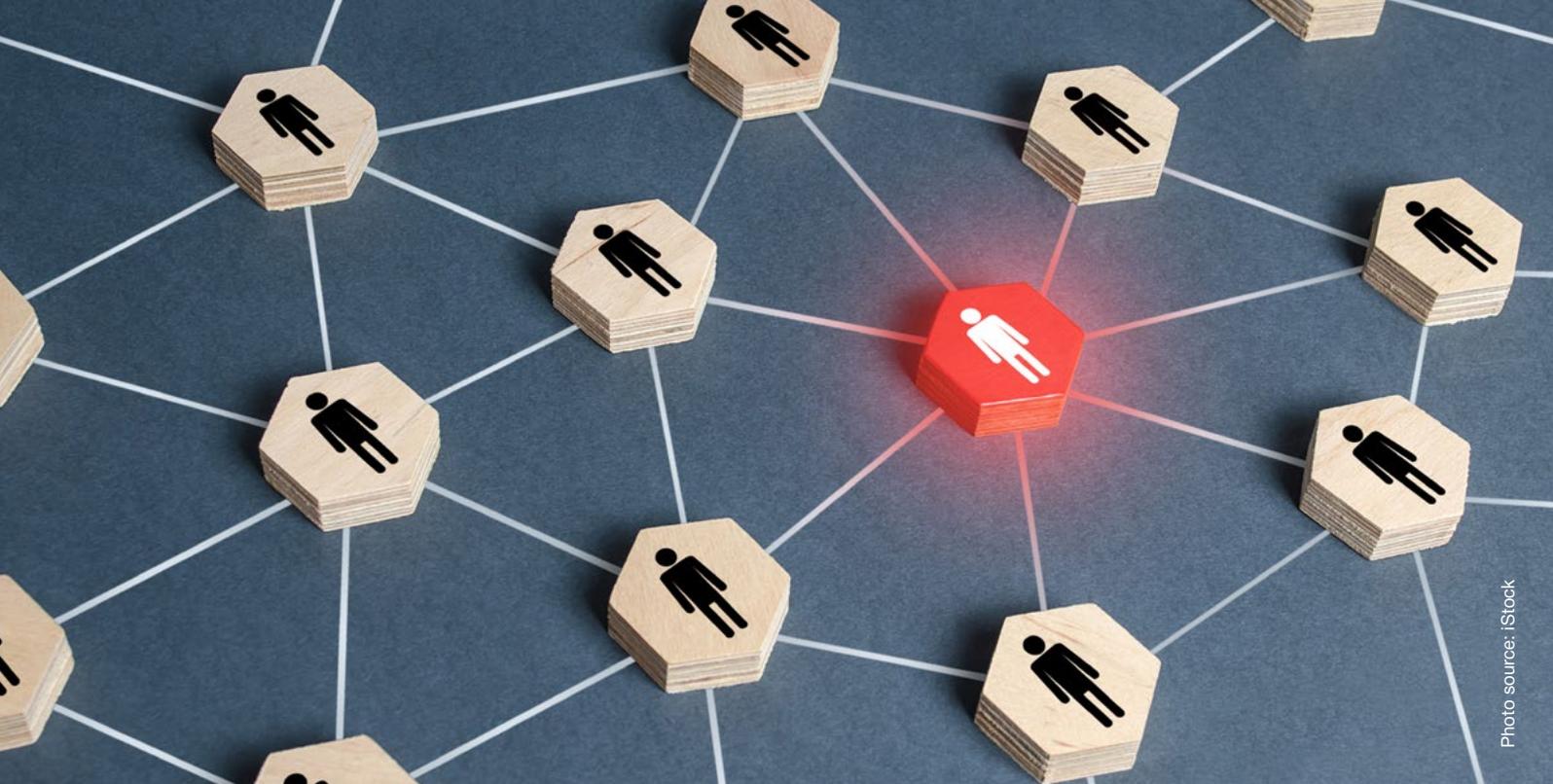


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ANTI-CORRUPTION TODAY

Transparency International Russia has been operating in Russia since 2000. In that time, we have countered corruption wherever it has arisen in Russia – in the state, in business, or throughout society.

When a person seeks self-enrichment, tries to avoid impunity, and clings to power so tightly that they can no longer make fair decisions or pass just laws, corruption begins. Corruption damages people’s finances, contributes to social inequalities and poverty, instigates conflicts, weakens institutions, and leads to almost endless crises.

Russian citizens have been robbed of any opportunity to influence matters in their country. There are too few reliable news sources; there is much secrecy in decision-making; state institutions need significant improvement; there are too few mechanisms for public involvement in policy making; there is very little education in the area of anti-corruption; and across society, corrupt behaviour is widely tolerated. People’s inability to exercise their own rights inevitably leads to increased tension, discontent, and spontaneous public demonstrations.

As well as challenges inside the country, Russia faces a global geopolitical situation which remains generally unstable: this stems from the testing of strategic offensive weapons, competition in the technology sector, emerging economic crises, climate change and the transition to renewable energy sources, threats to the environment, and issues with citizens’ health. Successfully and efficiently resolving these crises depends on the stability of state institutions, public support towards them, financial and technical resources (among others), and the ability to respond to emergent changes.

How can we influence what is happening? What can Transparency International Russia do to reach a world free of corruption?

To promote prosperity around the world, the United Nations has [formulated](#) 17 Sustainable Development Goals. The Transparency International movement contributes to their implementation.

Following in these footsteps, and in accordance with the mission of the entire movement — **building a world free of corruption, promoting the principles of transparency, accountability, integrity, and honesty** — Transparency International Russia has developed its own Strategy for the next 5 years. In this ever-changing world, it is essential to adapt to what is taking place, to lay the foundations for anti-corruption activities, and to transform how we think and act every day.

When facing these emerging challenges, both at home and internationally, Transparency International Russia will be guided by the Strategy, developed on the basis of and in accordance with the [global strategy](#) of the Transparency International movement, as a foundation for our actions for the period up to 2026, reflecting our mission, our values, and our goals.

Over the next five years, **we will strive to reduce tolerance for corruption through promoting transparency within institutions and raising awareness among the public.**

Globalisation, unprecedented innovations in communication methods, and rapid breakthroughs in technology will greatly help in promoting transparency across all areas. As this happens, we will promote the disclosure of information that is of public importance and which contributes to citizens recognising their rights.

Anti-corruption education will raise people's awareness of these issues, helping in spreading the values of transparency throughout society and business. As a result, this change in attitudes will become widespread across the state and with authorised officials, thus countering the current tolerance towards corrupt activities.

Achieving this goal requires many participants. Alongside help from concerned government representatives, businesses, and broader society, we will work towards a world in which corruption is no longer widely accepted. In the name of a stable and peaceful future, we can, and must, do everything possible to increase transparency within institutions and awareness amongst society.

We invite you to support us and join our efforts!



DEVELOPING THE STRATEGY



¹ A list of these sources is available upon request.



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COUNTERING CORRUPTION IN A CHANGING WORLD: OPPORTUNITIES AND CHALLENGES

As the world changes, corruption changes too. We are currently facing many massive ongoing challenges: from the climate crisis to increasing inequality; from the violation of individual rights to risk of mass persecution.

The past decade has seen significant successes in combating corruption; the future, however, contains a lot of unknowns. The COVID-19 pandemic highlighted how unpredictable life can be. The planet is becoming increasingly unstable, constantly facing new challenges that correspond with the concept of VUCA (volatility, uncertainty, complexity, ambiguity).

As we attempt to respond to these emerging challenges, Transparency International Russia highlights the new opportunities for combating corruption and the unprecedented difficulties we face in the modern world.

Future Opportunities to Prevent Corruption

Rapid **technological development** dramatically affects corruption in all areas of government, business, and society. As technological innovations are introduced in public life, citizens and government officials may now interact online: this may prevent possible mismanagements.

The internet – alongside other ubiquitous communication tools and digital platforms – is readily available, makes information more accessible, and contributes to greater public awareness: government and business practices are more open and transparent, and new opportunities are provided for how to communicate and make requests. Instant messaging and new forms of online engagement help in rethinking political and public events, in which young people are called upon to be leading participants.

Value transformation is happening at an accelerated pace. With emerging crisis phenomena (such as climate change and the pandemic) putting greater pressure on society, our basic needs are being increasingly rethought and reassessed. This transformation has led to any type of corrupt behaviour being rejected, and stronger negative feelings towards unpunished illegal activities, selective law-enforcing, elitism, and oligarchy.

The rise of nepotism and growing social stratification stimulate growing **demand for equality and justice** in all spheres of public life. There is an increasing desire to spread a culture of acceptance and safety for all social groups. This includes acceptance of all differences, such as age, gender, gender identity, medical status, race, class, ethnic origin, and religion. Inclusivity means celebrating everyone's uniqueness and acknowledging the benefits this brings, while providing all people with extensive opportunities for self-realisation. There is a growing need for businesses, while being aware of corporate social responsibility, to act in the interest of a tolerant society.

Privileged individuals are able to provide themselves with a greater share of the wealth, while the rest of society loses out; therefore, **a fair redistribution of resources** is a pressing issue. Today, excess profits are often pocketed at the expense of budget funds, laws are being created to protect this behaviour, tax evasion is rife – and usually, the person in charge of monitoring this is the person who benefits from it. With government representatives, there is a great discrepancy between their level of expenditure and the information they disclose about it. This leads to rising public distrust. This is why it is important to establish uniform laws and rules that apply equally to all members of society.

The more people are looking for solutions to counter corruption, the more this stimulates civil engagement. **Social mobilisation** has been developed as a concept in response. Although corruption is widespread, there are currently not enough effective ways for society to tackle it. The ineffectiveness of government steps when facing recent challenges, such as the COVID-19 pandemic, has impacted how much society accepts the status quo.

Difficulties Anticipated

The factor that most significantly enables corruption to grow is the **state strengthening its role in all spheres of life**: the suppression of civil society initiatives, the persecution of the most active contributors, and the prohibition of any non-state actors broadcasting alternative opinions. For non-profit and non-governmental organisations, this causes serious problems, due to general distrust in their activities, stricter legislation, and a reduction in the number of donors. The public also loses its ability to exercise control and participate in making important political decisions. Therefore, the state and public officials are not held accountable, information is suppressed, and reliable sources of information are reduced in their numbers.

High-profile investigations of corruption cases, which reveal the scale to which officials embezzle budget funds, indicate an increase in intra-elite conflicts. These often point to **progressive political corruption**, a sign of which is when people are appointed to leading public positions on the basis of family ties, friendships, and loyalty to the current government.

The **rise in scepticism and distrust** is another way corruption negatively influences society. Citizens cannot take seriously promises to improve living standards and to develop the country if they lead to delayed procedures and no tangible improvements. These broken promises end in state-wide fatigue, apathy, and learned helplessness.

Technological innovations – for example, the legalization of illicit funds through cryptocurrency, or data trading – may also enable new corrupt practices. State control is rapidly increasing through the introduction of digital tracking, accounting, and data transmission systems. The accumulation of large amounts of data increases the likelihood of this being unfairly used for personal interests or for the purposes of enrichment.

The authorities' increasing desire for political and economic isolation is leading to **Russia's increasing seclusion** and its removal from international decision-making processes. This is being legitimised through several means: forming negative attitudes towards anything foreign, and calling to oppose possible interference. This prevents international experience being applied, and increases the social and technological gap.





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ESSENTIAL CHANGES FOR SOCIETY AND THE STATE

Together we will face the challenges and make the most of new opportunities. To help build a world free from corruption, what should our main goal be for the next five years?

We believe that corruption directly stems from the distorted values of those in power. Their desire for wealth, status, and luxury inevitably leads to bribes and other financial forms of corruption. There are also other means of exploitation: from sexual extortion (sextortion) to abuses of the highest echelons of society (kleptocracy). Whether local concerns or international issues, and whether the public or the business sectors, as long as citizens do not consider such corruption unacceptable, it is impossible to even consider reducing the levels of corruption.

As the experience of Transparency International Russia has shown us, we must recognise that stopping corruption depends significantly on the general public's interest, support, and involvement in this work. There already is public demand to counter corruption; this underlines the fundamental importance of demonstrating an active position in society and a willingness to instigate change.

Changing society's attitude and reducing its tolerance towards corruption is no less important an element of social transformation than political will and effective leadership (for example, implemented through the adoption of [National Anti-Corruption Plans](#)). If anti-corruption attitudes and the values of transparency are disseminated, their acceptance by the majority of Russian citizens will contribute towards growing public demand – aimed both at state figures and big business – for the eradication of corruption. To achieve this, every Russian citizen must come to an unambiguous understanding of the destructive impact corruption has on their lives, as well as in

what ways it can be countered. A general increase in anti-corruption literacy and in comprehension of corruption practices, as well as the emergence of simple and accessible anti-corruption mechanisms, will contribute to the development of a new perspective towards anti-corruption thinking and activity.

As the values of anti-corruption become accepted by a larger number of Russian citizens, **a reduction in tolerance towards corruption** will be seen at all levels – from local to international. Intolerance and negativity towards corruption will make it easier to identify abuses of power by those in charge, which should encourage such people to accept responsibility and respect the principles of accountability.

The rapid development of new technologies enables the access to information, its disclosure and transfer. Therefore, there is further potential for **increasing transparency** across both the public and private sectors of governance. We will support positive initiatives to introduce digital solutions that facilitate the disclosure of information and cross-sectoral collaboration. We will also propose and implement our own initiatives to increase transparency and monitor activities. Information that has social significance must be disclosed publicly and must be generally accessible; naturally, this contributes to improving the efficiency and quality of management and, as a result, limits the possibilities of corrupt practices.

If information is open and accessible, this will **raise citizens' awareness** about the negative consequences of corruption, the extent to which it takes place, and the way it is conducted. Greater awareness of this issue will lead to greater understanding of this problem and more attempts to solve it – both through public demand, and through individual changes in values, ways of thinking, and behaviour. Active participation by individual citizens will contribute to social mobilisation, attract more attention to the negative effects of corruption, and influence the attitudes of those responsible for decision-making.

We recognise the need to reduce society's tolerance of corruption, we intend to increase transparency and awareness, and we strive to counter negative trends. Therefore, we have set ourselves a clear and positive goal for the next five years: **to reduce tolerance for corruption through promoting transparency within institutions and raising awareness among the public.**

Achieving these goals will be made easier by more detailed guidelines by Transparency International Russia for the implementation of follow-up activities, in the form of **goals towards achieving change**. All the goals are interrelated, and all require active participation from state representatives, the public, and business. The strategy sets the direction of movement for the next five years and the general principles for focusing, planning, and implementing activities; therefore, we will ensure that the results are achieved.





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GOALS TO HELP US ACHIEVE CHANGE

Transparency International Russia has identified six goals, based on discussions about the movement's highest-priority activities and opportunities, which will help us to achieve our intended changes. These goals enable us to move away from more specific individual situations towards long-term wider considerations, making it possible to achieve everything we aim to do over the next five years.

To reduce tolerance for corruption, our goals are:

- 1. To update the discourse around anti-corruption, through the implementation of educational programmes and the distribution of anti-corruption information in an accessible form.**

It is greatly important that citizens, the state, and business are aware of corruption and its negative impact. Acknowledging this, we – together with the entire Transparency International movement – will promote:

- > developing national and international cooperation with external partners, bringing anti-corruption values into political discussions and into institutional, political, and social changes;
- > increasing the number of discussions about anti-corruption – whether offline or online, in lessons, lectures, courses, and school as a whole;

- > engaging the younger generation in anti-corruption issues through organizing internships;
- > improving anti-corruption literacy by vividly illustrating the negative consequences corruption has upon every individual citizen;
- > disseminating materials among civil society that define anti-corruption and explain an anti-corruption lifestyle in an easy and accessible manner;
- > developing interaction with active members of the public to implement joint projects in the field of anti-corruption education.

2. To build a community that shares the values of anti-corruption.

Reducing tolerance for corruption is possible only with the involvement of a wide range of participants who understand, accept, share, support, and disseminate anti-corruption values. Taking this into account, we intend to:

- > attract more participants to the anti-corruption activities of our organisation;
- > create a space on the internet for the exchange of knowledge, opinions, and experience of anti-corruption;
- > search for and promote anti-corruption projects;
- > cultivate cooperation between public citizens, business, and the state;
- > conduct anti-corruption events (online and offline) for a wide range of participants.

3. To create anti-corruption mechanisms for local initiatives, and to promote their use.

We are convinced that, with the necessary support, active and well-organised groups of like-minded people can significantly help to reduce the level of corruption; therefore, we will provide support for:

- > both municipal and regional anti-corruption initiatives;
- > local communities combating corruption in their area by creating and sharing anti-corruption mechanisms;
- > effective interaction amongst various local anti-corruption communities.

4. To promote the development of ethical anti-corruption standards in the commercial sector.

The Russian business community has the potential to develop and adapt effective anti-corruption standards that will increase the social responsibility of the commercial sector; in order to fulfil this potential, we will strive to:

- > create and disseminate tools and standards that encourage greater integrity in business processes, including in relation to the consumer;
- > organise an independent platform for responsible businesses and associations, where they can exchange experience, knowledge, and leadership skills in the field of business integrity;
- > alert the commercial sector to corruption activities and their impact on the business environment;
- > facilitate the implementation of collective action, through tools and methods consistent with the principles of honesty, across business representatives, authorities, and citizens.

5. To promote the transparency and openness of public legal entities, based on Russian legislation and Russia's international obligations.

Recognising the need to comply with the principles of transparency and openness when fulfilling Russia's obligations in combating corruption (both externally and internally), we will encourage:

- > the creation and development of digital tools for disclosing socially significant information and detecting violations in public spending;
- > transparent decision-making processes, both in the social sphere and in the field of environmental protection and nature management;
- > dialogues between civil society and government officials, ensuring anti-corruption practices are acknowledged when making politically significant decisions.

6. To use the disclosure of information, higher standards of transparency, and effective international cooperation to prevent corruption and the legalization of illicit funds.

We are concerned about the scale to which corruption has spread, and the volume of cross-border operations legalizing the profits from crime. We will contribute to implementing the goals of Transparency International's [global strategy](#), and are determined to:

- > identify and publish mechanisms of illegal enrichment, drawing the public's attention to this, and attracting law enforcement;

- > prevent and restrict illegal transactions, with help from partner organisations, journalists, tech specialists, and law enforcement;
- > improve ethical standards of transparency amongst professional intermediaries;
- > cooperate with international institutions to identify cross-border corruption pathways, and disclose the ultimate beneficiaries of such schemes.





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STEPS TOWARDS CHANGE

This strategy was developed for Transparency International Russia with the participation of the entire team and help from supporters. We have yet to assess the impact of this document on the work of the organisation.

Developing the strategy will affect the work of Transparency International Russia and will lead to the development of new management decisions. At the same time, many of our fundamental methods of work will remain unchanged.

Transparency International Russia works using the methodology of the **Theory of Change**; using this helps us effectively plan activities, monitor them, and analyse the results. In the future, we will visualise our Strategy in the context of this methodology.

Through managing projects and conducting research, we will continue to discover systems and connections that enable corruption. We are planning to carry on organising anti-corruption events, sharing our expertise, and raising general awareness and knowledge.

We will further promote policies and advocate for implementation of laws aimed at changing corrupt systems and relationships, as well as support fair law enforcement. We will continue to fulfil our role as a link in the system of regional, national, and international cooperation in the field of anti-corruption.

In our work, we will use flexible, modern, and adaptable approaches. We will endeavour to achieve the goals we set in the Strategy by **improving the financial and organisational stability of our organisation.**

To ensure such stability, we have identified six key benchmarks: :

1. Maintaining positivity, loyalty, and a high level of trust from our supporters.

In our work, Transparency International Russia strives for the betterment of society, the state, and business. Our closest allies are our active supporters, and their opinion and assessment is extremely important to us.

Therefore, with our volunteers, donors, and active participants, we will have open, friendly, and trustworthy interactions and communication. Using our social networks, e-mail, and website to keep in touch, we will increase the recognition of the organisation's name and make sure we are thought of positively. As one way to achieve this goal, we are considering growing a personal brand of employees. For this to work, we are planning to start using marketing tools and the basics of brand management.

The vector of future improvements in the work of Transparency International Russia helps us to determine the wishes, the requirements, and the requests of our supporters. We will continue publishing financial and accounting documents about our activities, as well as our main internal policies, on our official site transparency.org.ru, guided by the principles of transparency and accountability.

2. Diversifying our funding sources, ensuring financial transparency.

Our financial security is based on receiving funds from various sources. The main sources of funding are contributions from institutions and private donors, which complement and balance each other. Over the next five years, we are hoping to focus more efforts on attracting private donations (crowdfunding) and interacting with each donor.

In the future, if there is successful cooperation with any business communities, we admit the possibility of financial support from corporate donors.

We are planning to increase the financial stability of the organisation by developing and implementing a fundraising strategy and coordinating the organisation's budget for a three-year period. We will continue to undergo an annual independent financial audit, to submit reports to the Ministry of Justice of the Russian Federation, to publish detailed financial statements on our website transparency.org.ru, and to disclose our list of ongoing projects, indicating the costs and the sources of funding.

3. Developing human resources and creating a comfortable working atmosphere.

The greatest asset of Transparency International Russia is its employees: a team of professionals in the work of fighting corruption. Therefore, we will encourage our further development in several areas: in individual specialities, in communication and expert skills, and in exchanging our knowledge and experience across our team. This will contribute to unlocking everyone's potential and achieving our goals together.

We will work towards ongoing professional development and increasing anti-corruption expertise and knowledge through training and interaction with representatives of professional communities at both the national and international levels.

As one of the keys to developing human resources, we recognise the importance of creating a positive atmosphere and comfortable working space for the staff of Transparency International Russia. To do this, we will follow the Transparency International Russia [Code of Ethics](#): setting high standards of transparency, accountability, decency, and honesty; maintaining ethical rules and norms; supporting gender equality; preventing discrimination and harassment; ensuring all employees and volunteers receive care and support; and providing regular team meetings and comfortable working conditions.

A comfortable workplace must meet all safety requirements. Therefore, we are particularly focused on improving the legal, personal, and online security of employees and their workspaces.

4. Having an effective communication policy and an advanced system of cooperation.

So we can achieve these goals, we plan on developing a strong external communication strategy. We will build a stable network of partnerships at the regional, national, and international levels. We will have representatives from government, education, mass media, arts and culture, business, and international organisations. They will be able to exchange their expertise and offer practical guidance, professional skills, and effective solutions.

We will try and attract the interest of celebrities, leaders of public opinion, and significant political and governmental figures who will be ready, willing, and able to support or participate in our activities.

We will choose the most modern and appropriate methods of communication, such as electronic media, television, advertising, videos, festivals, board games and video games, and much more. In particular, we will focus on the development and maintenance of the official website of Transparency International Russia, which will become a hub of information about anti-corruption activities, and will be accessible

and appealing to a broad range of audiences — from researchers to ordinary citizens.

We will present complex expert material in simple and understandable language, ensuring it is clear and compelling to a wide range of audiences. This is part of our plan to increase the effectiveness of our communications.

As a separate part of external communication, we appreciate the establishment of a sustainable dialogue with representatives of government agencies and business communities through joint participation in activities and advocacy for change.

5. Expanding our knowledge and experience to maintain a high level of expertise.

For over twenty years, Transparency International Russia has been a leading expert centre, bringing together teams of professionals who continue working against corruption and working for compliance with anti-corruption principles and standards.

We will continue to amass the knowledge and experience necessary for research, investigations, developing new methodologies, conducting assessments, and providing rankings in the field of anti-corruption. By studying corruption – including corrupt behaviour and the public’s attitudes towards corruption – we will develop new anti-corruption guidelines for society, the state, and business. Through a stable network of partners at the regional, national, and international levels, we will identify, collect, correlate, and subsequently disseminate the best pathways to counter corruption.

6. Developing our digital infrastructure.

We will actively promote the creation, implementation, and widespread use of new technologies, especially those that prevent the spread of corrupt practices. Services from Transparency International Russia in use today can be further developed through expanding technological capabilities, increasing the contents of databases, and creating platforms for engagement and interaction with our audience.

Wherever possible, we will contribute to the digitalisation of services, tools, and solutions, making proposals for developing the digital infrastructure of both the public and the private sector. We aim to expand our team by attracting specialists working with big data, visualisation, and information processing.

Transparency International Russia believes new technologies present further opportunities to increase transparency and disclosure, providing a wide audience with access to information.

For the common good, Transparency International Russia will do everything possible to reduce tolerance for corruption through the Strategy we set out. To help us achieve this, we will develop **annual plans for implementing and achieving strategic goals**, in which we will outline steps in detail and the anticipated results.

Over the next year, we will look over our existing projects and activities, and compare their results with our newly set goals. This transition period will help us to complete what we have already started, identifying strategically important areas of activity which we should prioritise.

We will monitor the changes that are currently taking place after our participation through **a system for monitoring, evaluating, and understanding these new experiences**. With better methods of monitoring and evaluating our work, it will be easier for us to identify successes and failures, strengthening our understanding of what activities work best and how to achieve better results in the fight against corruption. The results of this will help us become more aware of our strengths and weaknesses, which will improve our daily work in our quest for a future free of corruption.





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WE CAN CHANGE THE WORLD TOGETHER!

This Strategy was developed with the participation of the Transparency International Russia team, coordinators of the global Transparency International movement, external experts, and our supporters. It is designed to help when choosing priorities and benchmarks in our work over the next five years. As an internal document for our organisation, the Strategy shows us the direction our future actions should take.

The participation of our supporters and the wider public is at the heart of our Strategy. Every one of us has the power to reduce tolerance for corruption and improve our common future. Together, we can achieve the most ambitious goals. Join the Transparency International movement and help make life in Russia free of corruption.

Take Part

Share your thoughts and exchange ideas about corruption on our social networks:

-  [Facebook](#)
-  [Telegram](#)
-  [VK](#)
-  [Twitter](#)
-  [LinkedIn](#)

Find Out More

Visit our website, learn more about our work and projects, and subscribe to anti-corruption news from around the world:

-  [Go to site](#)

Support

Your support will help victims of corruption, contribute to the growth of the anti-corruption community and uncover corruption:

-  [Support us](#)



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