

*Based on the goals established by the founding documents of Transparency Serbia (TS) and the Transparency International Strategy 2020, taking into account the relevant international conventions, regulations and strategic acts of the Republic of Serbia, findings and recommendations of our own and others' researches and the achievement of the Strategic Framework TS in the period 2005-2010 and 2011-2015, the Assembly of the Association, on the proposal of the Managing Board, passes the following*

## Strategy for work and development of the TS for the period 2017-2020

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## History

Transparency International has been fighting against corruption at a global level for more than twenty years now. However, corruption keeps eating into political, economic and social life, and assumes new shapes and forms, parallel to development of anticorruption instruments.

Transparency Serbia is a part of the network of Transparency International organization branches and, at the same time, a local non-government organization, registered in accordance with regulations of Republic of Serbia. Transparency Serbia had been founded and commenced its work in the period following the regime change in Serbia, when the prerequisites were met for an all-encompassing struggle against corruption to begin through institutional and system reforms.

Transparency Serbia has been recognized in domestic and international public, by state bodies, economy, media, experts, professional associations and citizens, as one of the most competent organizations in the country as far as anticorruption policies are concerned.

Corruption in Serbia represents a serious social problem. Citizens' opinions, declared program priorities of political parties and analyses of international organizations all point to that. The scope of actual corruption is impossible to fully assess, but just to estimate it. Similarly, the assessments of results of implementation of anti-corruption measures are only provisional, since their effect is usually the long term one. Hence, the assessments of the scale of corruption use analyses of public opinion and analyses of public perception of corruption performed on a qualified sample.

In the past two decades, citizens have rated corruption as a third or fourth on the list of problems in society (right after poverty, unemployment, political instability and general crime, depending on research). Public opinion researches indicate that citizens believe it to be very widespread in Serbia, but also that such an opinion is less founded in personal experience, and more on the bases of preconceptions and stories of others. These researches indicate that a large number of citizens won't even report cases of 'petty' corruption, of which they have immediate knowledge. The main reasons for this are the fear of consequences and the lack of faith that anything will be done to solve the problem. Things did not change even after the proclamation of "zero tolerance" in the fight against corruption in the planning documents of the Assembly and the Government of Serbia, and even after the adoption of the Law on the Protection of Accusers.

It is even more difficult to establish reliable data on the scope of corruption "large scale". The data obtained on the bases of research of corruption perception of international business persons and risks analysts do speak of this in an indirect way. According to one of these analyses, (Corruption Perception Index – CPI, Transparency International), Serbia find themselves in the group of highly corrupt countries without major progress for a decade, since 2008. (score around 40, on a 0-100 scale)

In view of the old existing problems and new opportunities for the struggle against corruption in Serbia to begin in a way that would yield more results, Transparency Serbia opted to carry out the process of strategic planning and to pass this Strategic Framework through which it defines goals and directions of its activities in the period of 2017 – 2020, bearing in mind the general guidelines

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established by strategic framework of Transparency International global network and results of implementation of previous 2010-2015 Strategic Framework.

## Vision, mission, challenges and priorities

### Vision

Serbia, as a country in which corruption is reduced to a level that does not significantly jeopardize realization of public interests, business relations, political life of the country, rule of law, developing healthy ethical and cultural values of society, health, security and welfare of citizens and assuming a desired position in European and global community of peoples – transformation of corruption infested society into society in which corruption does not exist.

### Mission

An effort towards creating an environment for changing social climate, as well as creating necessary legal and institutional prerequisites to make the struggle against corruption in Serbia be lead in a best possible way and for the outcome of this struggle to be successful – for the society infested by corruption to be transformed into one in which corruption does not exist.

We assume that successful struggle against corruption also helps to:

- Reduce poverty and realize social justice
- Build a democratic society and open government
- Develop business relations on more honest and visible bases
- Fosters people's safety and protection of assets
- Creates sustainable development and environment protection.

Challenges that Transparency Serbia will encounter on the road of the realization of its mission:

- Work on overcoming constant threat of political instability and difficult position of the state will jeopardize attributing adequate significance to solving the problems of corruption and struggling against corruption in an adequate fashion
- Work on increasing understanding of the problems of corruption and anticorruption policy in society, building realistic expectation in terms of the outcome of this policy, building credible institutions of democratic society and citizens' readiness to assure that these institutions' work be one in the interest of the public
- Furthering vision means and will for the struggle against corruption and spreading the anticorruption front to all pillars of society's integrity
- Providing necessary funds for adequate activities and realization of the organization's goals

- Providing necessary degree of visibility of the work of the organization in the public and among those with whom the organization needs to work together on achieving its goals
- Maintaining and constantly furthering the reputation the organization's attained through its activities in the public

In order to realize its vision and mission, Transparency Serbia will focus on further development:

- Of expert bases in the field of struggle against corruption;
- Adequate programs for the struggle against corruption in Serbia;
- Own capacities and organization structure;
- Regional cooperation with the goal of exchanging experiences and joint effort in the field of struggle against corruption in South East Europe and beyond;
- Network of organizations and individuals with whom the organization cooperates.

Transparency Serbia intends to remain a leading organization in Serbia in terms of anticorruption policies, with a clearly defined approach, high level of expertise and capacities required for efficient implementation of anticorruption programs.

Key items of a successful development and application of the strategic framework are:

1. Development of quality programs
2. Multiplication of financing levels and
3. Development of an adequate organization structure that will be able to deal with challenges
4. development of cooperation with state authorities, other domestic and international institutions and organizations, with business, citizens and media.

## Programs

In the forthcoming period, the following program priorities have been set:

- Improving of overall status and work of independent anti-corruption bodies in Serbia
- Creating conditions for minimizing corruption in the political system;
- Eradicating corruption at the points in which public and private sectors meet (public procurements, public-private partnerships, privatization and other);
- Improving mechanisms for removing and efficient solution of the conflict of public and private interest, in favor of the public one;
- Introducing ethical principles in business relations and anticorruption standards in private sector;

- Encouraging the use of mechanisms of eradicating money laundering and organized crime, reclaiming illegally acquired assets and refunding the damage to the victims of corruption;
- Development and carrying out of anticorruption education programs;
- Development of corruption risk-assessment mechanisms
- Increasing responsibility and conditions for work of civil society organizations;
- Furthering efficiency and honesty of institutions and mechanisms that protect society from corruption (the police, judiciary, specialized bodies etc.) in order to unveil, expose and penalize corruption;
- Strengthening of the whistle-blowers' protection, examination of reported cases of corruption and other illegal and harmful actions and elimination of systemic errors that made possible the occurrence of corruption;
- Improving of overall structure and work of public sector in order to ensure rule of law and effective use of tax payers' money;
- Expanding the front for struggle against corruption through treating this problem along with other issues of vital importance (such as environment protection, protection of customers' rights);
- Building mechanisms for measuring the presence of corruption in certain spheres of society and perception of corruption among certain categories of people in order to examine the success of anticorruption measures and conceive further actions;
- Monitoring of effects of anti-corruption legislation and implementation of anti-corruption strategic acts
- Use of the anti-corruption opportunities provided by the negotiations on the accession of the Republic of Serbia to the European Union

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## Prerequisites for program implementation

In terms of program development, Transparency Serbia will rely on its own experts, people who are well acquainted with certain domestic and international issues, but also on the experiences of other branches of Transparency International and capacities of the secretariat of Transparency International. In this way, Transparency Serbia will be in the position to conceive and carry out quality anticorruption programs, but also to operate more successfully at a regional level. In view of this, Transparency Serbia plans to, parallel to integration processes at regional level; expand the range of programs on the development of which it works, including creating a regional network for struggle against corruption. In this respect, Transparency Serbia projects the necessity of cooperation with expert organizations, specialized in the fields that have mutual meeting points with struggle against corruption (preventing organized crime, protection of human rights, transparency of public finance, education of citizens', media and public officials and other).

Transparency Serbia will also pay particular attention to increasing its own visibility and being recognizable in public through building an image of a politically un-biased, expert and active organization, that is capable of recognizing the very essence of a problem, able to conceive, on its own or in cooperation with others, a solution for overcoming it and prepared to provide help and support for everyone who wishes to struggle against corruption within their power and through actions performed as defined in the statute.

### Development of a financial basis

Bearing in mind the economic situation in which Serbia finds itself, it is not probable that in the period covered by this Strategic framework the state and private sector will be able to financially support programs and development of the organization to a major extent. With that in mind, Transparency Serbia is aware that its funding will mostly rely on support of international donors' institutions.

In searching the necessary funds, Transparency Serbia will try to attain financial independence, striving towards obtaining funds for carrying out projects and work of the organization from various sources.

Transparency Serbia will engage in obtaining less common forms of financial support for carrying out its programs and for the work of the organization – by applying for grants from the state budget, local self-governments and the like (if the procedure for distribution of funds is clear and competitive one), developing cooperation with private sector and carrying out programs that are partly self-financed.

Transparency Serbia will make sure that information on its sources of funding are accessible to donors and other interested parties, as well as for the results achieved through these funds to be visible and subject to examination.

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## Development of the organization

Organization development includes:

- Strengthening capacities of the organization (acquiring particular material resources, furthering the existing organization structure and involving new individuals in the work of the association) and
- Increased cooperation with other organizations and branches of Transparency International in the field of struggle against corruption, in order to improve expertise, exchange of experiences and realization of goals of the organization.

While building its own organizational infrastructure, Transparency Serbia will pay particular attention to furthering the measures relating to responsibility of officials and engaged persons and their tasks, providing due monitoring and reacting to the development of the situation in view of realization of program goals, maintaining politically unbiased position, involvement of representatives of different social groups, prevention and solving conflict of interests, development of healthy interpersonal relations, preserving and furthering the organization's reputation, promoting openness in the work of the organization management and its members as well of accessibility of information regarding sources of funding of the organization.