



TRANSPARENCY
INTERNATIONAL
CANADA

STRATEGIC PLAN

2021-2023

DRIVING CHANGE
FOR TRANSPARENCY
AND ACCOUNTABILITY
IN CANADA





INTRODUCTION

Founded in 1998, Transparency International Canada (TI Canada), the Canadian chapter of Transparency International (TI) – the leading organization in the global anti-corruption movement - has been at the forefront of efforts to advance anti-corruption in Canada.

Domestically, many citizens do not see corruption as a problem in Canada. Historically, Canada relative to other countries, has ranked well on TI's Corruption Perception Index. This reason leads many Canadians to believe that corruption is a phenomenon that takes place elsewhere. Other Canadians recognize Canada is not immune to corruption, but they feel powerless to influence change. Experience has shown that a failure to address corruption can contribute to a loss of trust by the public in many Canadian institutions.

Globally, corruption is recognized as a cross-cutting challenge to some of our most urgent societal problems, including environmental degradation, global inequality, human rights violations, and conflict. Canada is not a neutral actor. While our government has promoted transparency and accountability through multilateral institutions and foreign aid programs, Canada's role in global corruption must be looked at holistically and systematically.

To advance TI Canada's overall mission, we must identify the transparency and accountability challenges facing Canada and offer concrete solutions to address them.

TI Canada has taken this approach domestically and globally to advocate for beneficial ownership transparency, the enforcement of the Corruption of Foreign Public Officials Act, and for greater transparency and accountability in the mining licence and permitting processes.

TI Canada will begin to implement our new strategic plan during a difficult time as Canada and the world look to recover from the health and economic impacts of the COVID-19 pandemic. Corruption is hard to fight, but it is not impossible. TI Canada has the proven track record to tackle Canada's corruption challenges. Working with government, business, and civil society we will achieve our goals of transparency, accountability, and integrity in Canada.

OUR VISION

A just, equitable and inclusive Canada in which government, politics, business, civil society and the daily lives of people are free from corruption.



OUR MISSION



To combat corruption by conducting relevant, practical and focussed research, public education and advocacy in order to embed integrity, accountability and transparency in all sectors of Canadian society.



OUR VALUES

TRANSPARENT

about what we aim to achieve, the rationale for our actions, and the basis of information we disseminate.

ACCOUNTABLE

to our members, supporters, donors, and partners in accordance with our values and practices.

INDEPENDENT

in determining our programmes, activities, and advocacy, in concert with but not beholden to the feedback of our external partners or donors.

HOW WE WORK

TI Canada works as a multi-stakeholder platform by engaging civil society, business, government, and the public to tackle corruption and to increase transparency and accountability through root cause and systems-level approaches. We will also confront corruption and a lack of integrity where they exist. Our values of integrity and independence will not be compromised.

IN CARRYING OUT OUR WORK WE WILL BE:

COLLABORATIVE

by working with partners from government, civil society, academia, business, and the public join the fight against corruption and promote integrity.

EVIDENCE-BASED

in our programmes and actions that are informed by facts derived from TI Canada research and analysis.

SOLUTIONS-BASED

through combining investigation and research to provide recommendations and practical strategies that government, civil society, business, and the public can use to fight corruption and promote transparency and accountability.



STRATEGIC PRIORITIES

To achieve our Vision and Mission, TI Canada will undertake objectives under four strategic priorities: 1) Drive Systemic Change; 2) Grow Our Influence; 3) Expand Our Reach and Educate and Mobilize Canadians; and 4) Enhance Our Capacity.

The specific targets and activities for each objective will be detailed in an annual work plan.

DRIVE SYSTEMIC CHANGE

TI Canada will raise awareness and advocate for innovations that will bring about genuine reform that is needed to combat corruption by Canadian actors at home and abroad.

OBJECTIVES

1. Advance legislative and regulatory change to fill gaps in the Canadian anti-corruption regime
2. Advocate for greater enforcement of anti-corruption laws and regulations
3. Promote greater transparency and accountability by working with government, business, and civil society

GROW OUR INFLUENCE

TI Canada will be a recognized thought leader and key agenda influencer for anti-corruption action in Canada.

OBJECTIVES

1. Conduct targeted advocacy to combat corruption and promote transparency and accountability in Canada
2. Develop and maintain strategic outreach with business, government, and civil society
3. Expand evidence-based research, tools, and other materials to support education and advocacy, to be used by Canadians to counter corruption

STRATEGIC PRIORITIES

EXPAND OUR REACH, AND EDUCATE AND MOBILIZE CANADIANS

TI Canada will reach out to and sustain contact with an increasing and diverse number of Canadians to raise awareness and build anti-corruption momentum.

OBJECTIVES

1. Amplify TI Canada's voice to reach more audiences
2. Grow and diversify membership
3. Leverage TI Canada's members, supporters, and working partners to further TI Canada's mission

ENHANCE ORGANIZATIONAL CAPACITY

TI Canada will increase our resources to better achieve our vision.

OBJECTIVES

1. Build up sustainable and diversified funding streams
2. Attract and retain expert staff and volunteer resources

HOW WE WILL ACHIEVE OUR VISION AND MISSION

The following steps and diagram outline how TI Canada's strategic priorities work together to achieve our vision and mission, as well as the assumptions we have made about each step.

In order to achieve our mission of embedding transparency, accountability and integrity into all sectors of Canadian society, TI Canada needs to conduct effective advocacy for systemic change, produce strong research, and educate Canadians.

Assumption: Meeting the mission of embedding integrity, transparency, and accountability into all sectors of Canadian society requires a multifaceted approach of research, education, and advocacy. No one approach can achieve this mission.

Assumption: While TI Canada will face obstacles to its mission such as low political will or active resistance to some measures, TI Canada can still make substantive gains towards its mission.

To have the knowledge, tools, and influence to increase our chances of effective advocacy for change, TI Canada needs to build up our network, grow our membership, develop evidence-based research, and educate Canadians.

Assumption: Producing high quality research provides us with evidence-based data and knowledge to educate Canadians and advocate for systemic change.

Assumption: TI Canada can effectively coordinate volunteers across Canada to amplify our work.

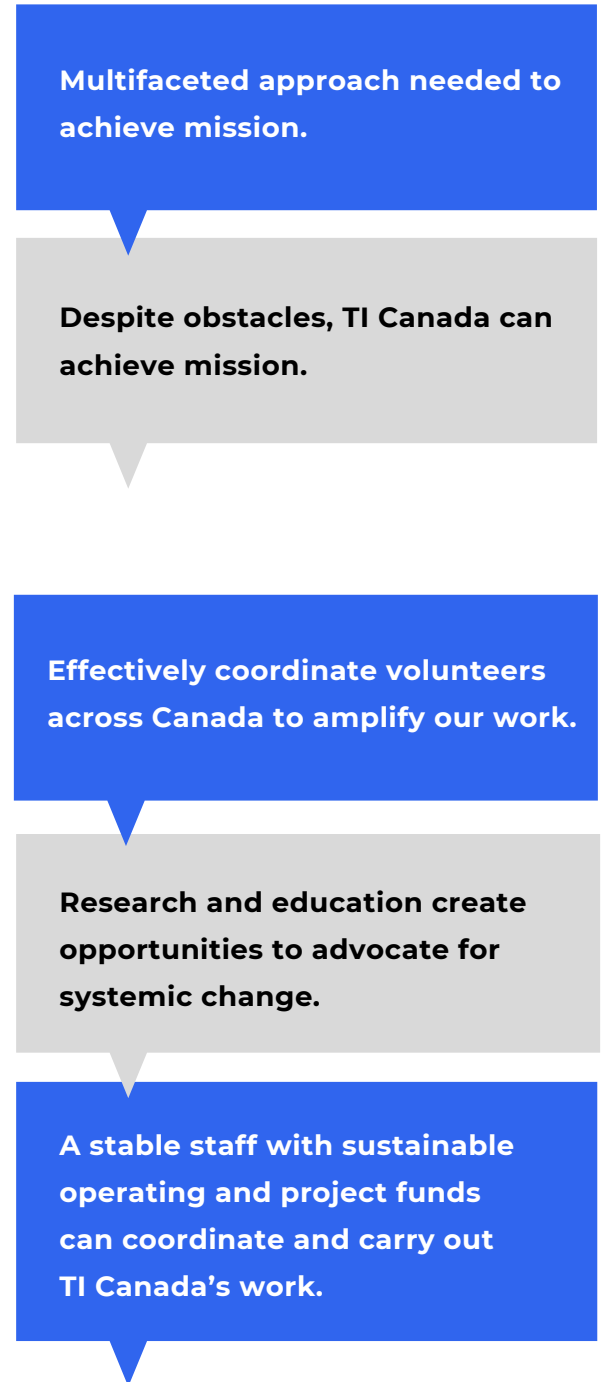
In order for TI Canada to undertake activities that grow our influence, build our evidence-based knowledge, educate Canadians, and advocate for the change required to increase transparency and accountability, then we need a foundation of sustainable and diversified funding, and capable and knowledgeable staff.

Assumption: A stable staff with sustainable operating and project funds coordinate and carry out TI Canada's work.

ACTIONS



ASSUMPTIONS





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