

Approved by
the Director of
the Corruption Prevention and Combating Bureau
order No. 1.20-1/66
of 16 December 2022

**Corruption Prevention and Combating Bureau
Operational Strategy 2023–2026**

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Introduction

The Corruption Prevention and Combating Bureau (hereinafter – the Bureau) Operational Strategy 2023–2026 (hereinafter – the Strategy) is a medium-term management document of the Bureau, which ensures the planning of the activities of the Bureau. The document sets out the strategic objectives of the Bureau, the tasks necessary to achieve them, the performance indicators and the numerical values to be attained.

The Strategy has been developed in accordance with the Law on the Corruption Prevention and Combating of Bureau and the Cabinet of Ministers Instruction No 1 of 1 February 2022, Procedures for Developing and Updating the Strategy of an Institution and for Evaluating its Implementation. The Strategy was drafted taking into account the 2022 Strategic Planning Guidelines prepared by the State Chancellery which provide guidance to public administration institutions.

Unlike the previous strategies of the Bureau, this document uses the objective mapping method to represent the Bureau's mission, vision, values, functions, defined priorities and objectives, as well as the target groups. An objective map is a visual representation of a Strategy, used to summarise the internal causal links of a Strategy and to demonstrate these to all target groups.

The Bureau and its operational directions

The Bureau is an institution of direct administration under the supervision of the Cabinet of Ministers, which, in accordance with the Law on the Corruption Prevention and Combating Bureau, has specific functions in preventing and combating corruption, as well as in controlling compliance with the regulations on financing of political organisations (hereinafter – political parties).

The officials of the Bureau investigate criminal offences committed in the service of public institutions if such offences are related to corruption, as well as criminal offences related to violations of the regulations on financing of political parties. In carrying out these functions, the officials of the Bureau conduct operational activities, carry out departmental examinations and investigate criminal offences, as well as assist foreign countries in carrying out procedural activities to investigate criminal offences related to corruption.

The Bureau monitors compliance with the binding laws and regulations in the field of prevention of conflict of interest, including compliance with the restrictions, prohibitions and obligations imposed on public officials. Having detected violations of the provisions of the Law on Prevention of Conflict of Interest in Activities of Public Officials (hereinafter – Law on Prevention of Conflict of Interest), it conducts administrative proceedings for offences which the institution is competent to handle according to the law and charges public officials with administrative liability.

The Bureau controls compliance with the Law on Financing of Political Organisations (Parties) and verifies compliance with the restrictions on pre-election campaigning set out in the Pre-election Campaign Law before the parliamentary elections, elections to local government councils and elections to the European Parliament, campaigning before referendums, campaigning to propose a law and campaigning to initiate the recall of the *Saeima*.

According to the provisions of the Law on Corruption Prevention and Combating Bureau, when planning the anti-corruption policy, the Bureau develops a corruption prevention and combating strategy and draws up a national programme, as well as coordinates cooperation among the institutions referred to in the programme to ensure

implementation of the programme. The Bureau also analyses and proposes amendments to laws and regulations and draft laws and submits proposals for the drafting of new laws and regulations or draft laws.

The Bureau educates various target groups, including public officials and representatives of the private sector, on anti-corruption topics: preventive anti-corruption measures, ethics, aspects of conflict of interest, and other subjects. The Bureau also informs the public about the decisions it takes and the activities it plans and implements.

Structure, staff and budget

The structure and organisation of the Bureau are determined by its Rules of Procedure. The operation of the Bureau is managed by the Director of the Bureau, who is appointed by the *Saeima* for a term of five years. The Director of the Bureau has three deputies: the Deputy for Investigation Matters, the Deputy Director for Criminal Intelligence and the Deputy Director for Strategy and Policy Planning. The total number of posts in the Bureau on 1 December 2022 was 171, of which 144 were filled.

The Bureau's strategic objective is to ensure effective planning and implementation of the Bureau's activities within the scope of its functions and tasks for the period 2023–2026. The implementation of the Strategy complies with the total planned expenses in the mid-term budget of the Bureau.

The Bureau's total budget in each of the following years amounts to EUR 14 596 468, consisting of funds earmarked for the operation of the Bureau in the amount of EUR 9 704 975 and funds to be paid to political parties in the amount of EUR 4 891 493*. It should be noted that the State budget financing for political parties, although included in the Bureau's budget, cannot be used to carry out the Bureau's functions or activities, nor for the remuneration of the Bureau's staff.

State budget programme		2023 (EUR)	2024 (EUR)	2025 (EUR)	2026 (EUR)
Programme 01.00.00	Corruption Prevention and Combating Bureau	14 596 468	14 591 468	14 591 468	14 591 468
Including:					
	State budget funding for the Bureau's activities	9 704 975	9 699 975	9 699 975	9 699 975
	State budget financing for political parties*	4 891 493	4 891 493	4 891 493	4 891 493

* The amount of funds to be paid to political parties will vary according to the results of the 14th Saeima elections in 2022 and amendments to the relevant laws and regulations.

Assessment of the Bureau's operational capacity

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was used to assess the current situation and the Bureau's operational capacity over the Strategy Period.

Internal factors

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Capacity to directly influence the overall development of public administration in the field of anti-corruption• Participation in international organisations• Institutional independence• Well-arranged division of responsibilities between departments• Stability of the financial resources allocated and of the social guarantees for employees• Low staff turnover• Staff competence and experience	<ul style="list-style-type: none">• Insufficient digitisation• Complex internal document circulation• Poor integration between information technology systems• Limited remote working opportunities• Insufficient knowledge of the official languages of the European Union

External factors

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Cooperation and exchange of experience with regional partners abroad• Closer cooperation with national law enforcement authorities and non-governmental organisations• Access to EU and foreign aid programmes• National corruption risk assessment that can contribute to risk-based national anti-corruption policy planning• Developments in information and communication technologies that can help optimise and automate procedures	<ul style="list-style-type: none">• Geopolitical and political instability;• Security threats (including cyber threats)• Increase in the cost of resources and services• Relatively low public trust in the Bureau and public administration in general• Challenges in attracting highly skilled employees, especially in information technology

In 2021 and 2022, the Bureau has been allocated an additional 19 in-house positions, most of which are dedicated to strengthening the Bureau's analytical capacity. At the same time, a new salary model for the Bureau's officials (staff) was introduced on 1 January 2021, making the remuneration more competitive. These changes have reduced staff turnover and enabled the attraction of experienced and highly qualified professionals from other law enforcement agencies (investigators and operational staff) and the private sector (financial and risk analysts). Although the Bureau has been allocated substantial financial resources in recent years, it would be vital to continue strengthening its capacity and facilities in the coming years by improving its analytical, operational and investigative capabilities, including in cases of bribery of foreign public officials.

To strengthen the Bureau's facilities and analytical capacity, the Bureau seeks to attract funding from the European Union and various foreign funding support programmes. In 2021 and 2022, the Bureau submitted several applications to a call for projects co-funded by the European Anti-Fraud Programme, and three projects proposed by the Bureau were

supported. Thus, the projects “Procurement of Advanced Digital Forensic Equipment”, “Procurement of Surveillance Equipment to Fight Corruption and Fraud” and “Strengthening Analytical Capacity” will be implemented between 2022 and 2024. These projects will improve the Bureau's technical base and strengthen its capacity to proactively detect potential cases of corruption through the use of an automated risk identification solution for public officials, which will be based on artificial intelligence and will be developed under the project.

At the same time, in the period from 2023 to 2024, within the framework of the Technical Support Instrument of the European Commission's Directorate General for Structural Reform Support, the project “Strengthening the Corruption Prevention Framework in Latvia” will be implemented by experts from the Organisation for Economic Cooperation and Development (hereinafter – OECD) in cooperation with the Bureau and other competent institutions. The project foresees three activities:

- conducting an in-depth analysis of the compliance of the Law on Prevention of Conflict of Interest with international standards and best practices;
- assessing the laws and regulations governing the basic requirements for internal control systems to prevent the risk of corruption and conflict of interest in institutions of a public person in line with international standards and best practices. A methodology for assessing the quality of the internal anti-corruption systems in institutions of a public person will be developed;
- gathering experience from other countries and developing a national corruption risk assessment methodology in cooperation with local experts, including a methodology for assessing the latency of corruption crimes.

Based on the results of these activities, the Bureau will assess the need for amendments to improve laws, regulations and practices in the area of anti-corruption. At the same time, one of the Bureau's priorities for the timeframe of this Strategy is a national corruption risk assessment which would facilitate risk-based national anti-corruption policy planning.

To improve international and national cooperation in the field of operational activities, the Bureau has purchased encryption equipment (*Secure Information Exchange Network Application (SIENA)*) and established a communication point with the support of the Fund for the Confiscation of Criminal Assets. Until now, the Bureau was the only anti-corruption institution in the Baltic States that did not have operational communication facilities with partner services, including Europol, via SIENA.

At the beginning of the Strategy Period, the European Economic Area Financial Mechanism played a key role in the Bureau's operations, which supported the project “Support for the establishment of a whistleblowing system in Latvia”. The project will continue in 2023. As part of the project, the Bureau engaged high-level experts and organised training for law enforcement officials on financial investigations and financial analysis. The Bureau also exchanged best practices and experience in the field of anti-corruption with representatives of institutions from Norway, the Netherlands, Austria, Iceland and Liechtenstein. Surveys of citizens and businesses were carried out within the project, and social campaigns were developed as well. Under this project, a new channel for reporting to the Bureau is being developed as well – an online reporting platform and a mobile app which will motivate and facilitate reporting on issues within the competence of the Bureau.

A sociological survey carried out in 2022 shows that the number of people who admit their willingness to pay a bribe to a public official has decreased. In 2021, 21% of respondents said they would be willing to pay a bribe to a public official, compared to

15% in 2022. At the same time, the citizens' trust in the Bureau, as in the whole public administration system, is relatively low.

Given the geopolitical situation at the time of preparing the Strategy, it is expected that the prices of resources and services will continue to rise, which will have a significant impact on the Bureau's expenses. Some of the Bureau's officials work with objects of official secret and are therefore unable to carry out their duties remotely, so the Bureau has limited opportunities to reduce its fixed expenses.

Objective map

<p>Mission</p> <p>“We take action against corruption for the good of society and the national interest with the full force of law and public support, in order to achieve integrity in the exercise of power vested in officials of State.”</p>	<p>Functions (F)</p> <p>To prevent and combat corruption and enforce compliance with the regulations on the financing of political parties and pre-election campaigning by:</p> <ul style="list-style-type: none">– detecting and investigating corruption cases– monitoring the activities of public officials– controlling the political party financing and pre-election campaigning processes;– planning anti-corruption policies and international cooperation;– educating and informing the public on anti-corruption issues.	<p>Targets (T)</p> <ul style="list-style-type: none">✓ To detect and investigate bribery of foreign public officials and related criminal offences.✓ To obtain corruption risk information and organise information exchange with the European Public Prosecutor's Office and the Financial Intelligence Unit of Latvia.✓ To improve the professional capacity and material and technical support of investigators and operational staff in obtaining information and securing evidence.✓ To improve the Bureau's material and technical support.✓ To conduct strategic and tactical analysis of corruption risks in areas identified as priorities, to analyse laws and regulations, making proposals to prevent corruption risks.✓ To carry out parallel financial investigations in every criminal case where possible.✓ To investigate the laundering of proceeds from corruption.✓ To take action against criminally acquired property by seeking its confiscation for the benefit of the State and transfer to the State budget.✓ To develop a national corruption risk assessment methodology and conduct a corruption risk assessment during the Strategy period.✓ To establish risk analysis as a function of the Bureau.✓ To implement and coordinate the measures of the Corruption Prevention and Combating Action Plan 2021-2025 and inform the public of the progress and results of the plan's measures.✓ To ensure the effectiveness of internal anti-corruption systems in inter-institutionally equal institutions of a public person.✓ To improve the system for preventing conflicts of interest.✓ To coordinate and ensure Latvia's participation in international organisations and the implementation of their recommendations in the field of anti-corruption.✓ To raise public and private sector awareness of corruption risks through awareness-raising activities.✓ To strengthen enforcement of the regulations on financing of political parties and pre-election campaigning.✓ To promote the implementation and improvement of the internal anti-corruption control system in the public sector and make recommendations for the establishment and improvement of the internal control system for corruption risk management in the private sector.✓ To promote public awareness and public involvement in recognising the signs of corruption offences and reporting possible cases of corruption or signs of corruption.✓ To carry out educational and informational activities to raise awareness of anti-corruption issues and to increase public confidence in the work of the Bureau.✓ To improve the functioning of the Electronic Data Entry System (EDIS) and the digitisation of information provided by political parties.✓ To introduce the Document and Information Management System, ensuring integration with the e-case platform and other national registers and information systems.✓ To strengthen analytical capacity by introducing digital information processing tools.✓ To implement and develop a platform for reporting issues within the competence of the Bureau.✓ To implement the activities of the “Office of the Future” and the digital working environment concept for public administration in line with the action plan developed by the State Chancellery.	<p>Target group</p> <p>Latvia and the international community, its economic and legal integrity</p>
<p>Vision</p> <p>As the leading anti-corruption institution in Latvia, the Bureau promotes a social, economic and judicial environment that is geared towards institutions of a public person acting in the public interest, ensuring that every individual and society as a whole has confidence in the legislator, the executive power, the judiciary, and in the work of State and local government institutions.</p>	<p>Priorities (P)</p> <ol style="list-style-type: none">1. To mitigate corruption risks in public procurement and EU-funded projects, in particular:<ol style="list-style-type: none">(a) in the areas where the largest projects in terms of funding are implemented;(b) projects and tenders implemented by the State and local governments;(c) within the framework of the Rail Baltica project.2. To improve the practice of declaring the proceeds of alleged corruption of public officials as proceeds of crime and confiscating them for the benefit of the State.3. To ensure an effective national anti-corruption policy.4. To promote zero tolerance of corruption in the public and private sectors.5. To implement digital transformation.		
<p>Values</p> <ul style="list-style-type: none">• Professionalism and efficiency;• integrity;• responsibility;• working for the benefit of society;• national sustainability and public well-being;• open and accessible public administration;• cooperation in public administration.			

To achieve its vision and to ensure that its operational functions are carried out in accordance with the values of public administration, taking into account the needs of the target group, the Bureau has identified five priorities for the Strategy period, from which 24 strategic objectives are derived.

By analysing the information provided by citizens and gained from the investigated criminal proceedings, and taking into account the risks identified above, the Bureau has identified priority areas on which to focus resources in the period 2023-2026. The primary focus will be on reducing corruption risks in public procurement and in the implementation of EU-funded projects. Particular attention will be paid to the areas where projects with the largest amount of funding will be implemented, to the tenders announced by the State and local governments and to the implementation of the Rail Baltica project.

The Bureau must ensure that the proceeds of corruption are not used to plan and carry out other criminal offences, and during the Strategy period, the Bureau will continue to improve the practice of declaring the proceeds of alleged corruption of public officials as proceeds of crime and confiscating them for the benefit of the State.

Any governmental process, including anti-corruption policy planning, should be based on a systematic risk assessment to identify threats and weaknesses (vulnerabilities) in the system that create opportunities for corrupt practices. National decisions should be based on the findings of assessments, including the results of indices assigned to countries by international organisations. Latvia's score on the Corruption Perceptions Index has improved significantly over the past decade but is lower than neighbouring Estonia and Lithuania. To ensure higher awareness of Latvia's achievements, more information on the anti-corruption measures implemented should be made available during the Strategy Period. The implementation of risk-based anti-corruption measures is expected to result in more efficient use of resources in the planning and implementation of anti-corruption policy, facilitate the detection of criminal offences, and increase public confidence in the work of the Bureau.

To raise awareness of society and public officials of the pervasive negative impact of corruption on the national economy, society as a whole and individuals, it is necessary to foster intolerance of corruption in both the public and private sectors. Therefore, the Bureau will continue to work on its communication with the public, including non-governmental organisations, during the Strategy period.

Given that the State has set a clear course towards digital transformation, the Bureau must digitise processes and ensure the integration of information systems. During the Strategy Period, the Bureau plans to implement a new Document and Information Management System, develop a new analytical tool and finalise the online reporting platform.

Objectives and deliverables

To achieve its objectives, the Bureau has defined 57 planned deliverables. The objectives and deliverables resulting from the priorities, including the key performance indicators, are summarised in the table below:

Priority	Goal	Deliverables and key performance indicators
P1	To detect and investigate bribery of foreign public officials and related criminal offences.	Cases of Latvian companies participating in or winning public procurements abroad as a result of bribery of foreign public officials have been identified.
		The number of criminal proceedings for bribery of foreign officials initiated by the Bureau is increasing.
	To obtain corruption risk information and organise information exchange with the European Public Prosecutor's Office and the Financial Intelligence Unit of Latvia.	Existing forms of inter-institutional cooperation are strengthened.
		The number of meetings of the Cooperation Coordination Groups initiated by the Bureau and resulting in a report from the Financial Intelligence Unit to the Bureau is increasing.
	To improve the professional capacity and material and technical support of investigators and operational staff in obtaining information and securing evidence.	The number of criminal proceedings initiated by the Bureau and referred for prosecution and not terminated by the Prosecution Office is increasing.
	To improve the Bureau's material and technical support.	Funding from European Union or foreign aid programmes is applied for and received.
		The number of criminal proceedings initiated by the Bureau on the basis of information obtained in the course of operational activities is increasing.
	To conduct strategic and tactical analysis of corruption risks in areas identified as priorities, to analyse laws and regulations, making proposals to prevent corruption risks.	The Bureau's total number of datasets for analytical reporting is increasing.
		Analytical reports are used to inform the Bureau's management decisions on resource allocation, prioritisation and planning.
		The Bureau's continued involvement in the drafting and approval of laws and regulations, raising objections and making proposals for improvements to draft legislation, where necessary, is ensured within its competence.

		The number of corruption risk analyses leading to the initiation of investigatory process matters or criminal proceedings in priority areas is increasing.
P2	To carry out parallel financial investigations in every criminal case where possible.	Training on financial crime investigation and financial analysis is provided to the Bureau's officers.
		The number of criminal proceedings initiated by the Bureau to seize proceeds of corruption prior to their laundering, which have been referred for prosecution and have not been terminated by the prosecution office, is increasing.
		The number of criminal proceedings initiated by the Bureau to investigate money laundering, which have been referred for prosecution and have not been terminated by the Prosecution Office, is increasing.
	To investigate the laundering of proceeds from corruption.	Dialogue with the Prosecution Office on the use of autonomous money laundering principles in criminal proceedings investigated by the Bureau is continued.
	To take action against criminally acquired property by seeking its confiscation for the benefit of the State and transfer to the State budget.	Training on matters related to confiscation is provided to the Bureau's officials.
		The number of proceedings initiated by the Bureau to declare funds as proceeds of crime, in which the funds are confiscated and transferred to the State budget, is increasing.
P3	To develop a national corruption risk assessment methodology and conduct a corruption risk assessment during the Strategy Period.	A national corruption risk assessment methodology has been developed in cooperation with OECD experts.
		A national corruption risk assessment has been carried out during the Strategy period.
		Areas that need more financial and human resources to better prevent and fight corruption have been identified.
	To establish risk analysis as a function of the Bureau.	Amendments have been made to the laws and regulations to provide for corruption risk analysis as a function of the Bureau.
	To implement and coordinate the measures of the Corruption Prevention and Combating Action Plan 2021-2025 and inform the public	The implementation of the measures included in the Corruption Prevention and Combating Action Plan 2021-2025 has been coordinated and the public has been informed of the progress of the measures.

	of the progress and results of the plan's measures.	The implementation of the measures included in the Corruption Prevention and Combating Action Plan 2021-2025 in the Bureau's areas of responsibility has been ensured.
	To ensure the effectiveness of internal anti-corruption systems in inter-institutionally equal institutions of a public person.	The compliance of the regulatory framework for the internal anti-corruption control system with best practices has been assessed.
		Methodological material for assessing the quality of the internal anti-corruption control system is developed.
		Guidelines on the basic requirements for the internal control system for the prevention of the risk of corruption and conflict of interest in institutions of a public person have been updated and, where necessary, amendments to laws and regulations have been prepared and submitted.
	To improve the system for preventing conflicts of interest.	An independent study has been carried out and conclusions have been drawn on the shortcomings, weaknesses and possible areas for improvement of the Law on Prevention of Conflict of Interest.
		Amendments to the Law on Prevention of Conflict of Interest have been proposed for the improvement thereof.
		Proportion of decisions adopted by the Bureau imposing administrative fines for violations of the Law on Prevention of Conflict of Interest which have not been annulled (%).
		Proportion of decisions taken by the Bureau to reimburse funds to the State budget that have not been annulled (%).
	To coordinate and ensure Latvia's participation in international organisations and the implementation of their recommendations in the field of anti-corruption.	The implementation of the recommendations made by the Council of Europe Group of States against Corruption (GRECO) and the United Nations Convention against Corruption has been coordinated, and the recommendations made by the OECD Working Party on Combating Bribery in International Business Transactions in the areas of the Bureau's competence have been introduced.
		International criminal justice cooperation on urgent and complex requests for cooperation has been improved.
		the Bureau's international relations strategy has been developed, defining a framework for cooperation in the Bureau's areas of competence.

P4	To raise public and private sector awareness of corruption risks through awareness-raising activities.	Cooperation with higher education institutions has been established, focusing on priority areas.
		During the pre-election campaign period, the Bureau provides educational events for representatives of political parties (associations thereof) and advertising service providers (number).
		The proportion of entrepreneurs who admit that they are willing to pay a bribe has decreased (% of respondents).
		The proportion of people who admit that they are willing to pay a bribe to a public official to solve their problems with State or local government institutions has decreased (% of respondents).
	To strengthen enforcement of the regulations on financing of political parties and pre-election campaigning.	Proportion of decisions adopted by the Bureau imposing administrative fines for violations of the procedure for political party financing and campaigning that have not been annulled (%).
		Proportion of decisions taken by the Bureau to reimburse funds to the State budget that have not been annulled (%).
		Control over the use of State budget financing has been improved.
	To promote the implementation and improvement of the internal anti-corruption control system in the public sector and make recommendations for the establishment and improvement of the internal control system for corruption risk management in the private sector.	Recommendations from international experts have been used to assess and improve the internal anti-corruption control system, resulting in a reduction in the number of institutions without an internal anti-corruption control system in place.
	To promote public awareness and public involvement in recognising the signs of corruption offences and reporting possible cases of corruption or signs of corruption.	Inclusive and effective engagement with a society that is intolerant of corruption and unconditionally willing to report.
		The volume of information received by the Bureau through all reporting channels is increasing (%).
		Public willingness to report corruption is increasing (% of respondents).

	To carry out educational and informational activities to raise awareness of anti-corruption issues and to increase public confidence in the work of the Bureau.	Communication measures have been implemented to foster a positive image of the Bureau and communication channels have been developed in line with the Bureau's communication strategy.
		Public awareness of and trust in the work of the Bureau and the anti-corruption field is increasing (public opinion and partner surveys).
		Latvia's score in the annual Corruption Perceptions Index is improving.
P5	To improve the functioning of the Electronic Data Entry System (EDIS) and the digitisation of information provided by political parties.	The volume of documents submitted and processed electronically in the Electronic Data Entry System (EDIS) is increasing.
		The effectiveness of the political party financing model and the regulation of pre-election campaigning is assessed, and proposals are made for amendments to the laws and regulations to improve them.
	To introduce the Document and Information Management System, ensuring integration with the e-case platform and other national registers and information systems.	A new Document and Information Management System is introduced.
		The circulation of electronic documents and the proportion of documents circulated electronically only is increasing (%).
		The speed of information entry and retrieval is increasing.
		The digital skills of the staff have been improved.
	To strengthen analytical capacity by introducing digital information processing tools.	Automated identification of risks in the activities of public officials, including through the use of artificial intelligence, has been introduced.
	To implement and develop a platform for reporting issues within the competence of the Bureau.	Online reporting platform introduced and improved.
		The number of users of the online reporting platform is increasing (% increase in users).
	To implement the activities of the “Office of the Future” and the digital working environment concept for public administration in line with the action plan developed by the State Chancellery.	Implementing the Digital Guidelines Framework 2021-2027.

Key performance indicators

To describe the key deliverables planned by the Bureau, which will be driving its development in the direction of the vision, 19 key performance indicators have been selected and assigned a target value for the Strategy period. The target values for the key performance indicators are summarised in the table below:

No.	Performance indicator	Numerical values for performance indicators				
		2022 10 months implementation	2023 plan	2024 plan	2025 plan	2026 plan
1.	The number of criminal proceedings initiated by the Bureau and referred for prosecution and not terminated by the Prosecution Office is increasing.	11	18	19	20	21
2.	The number of criminal proceedings initiated by the Bureau on the basis of information obtained in the course of operational activities is increasing.	10	12	12	12	12
3.	The number of criminal proceedings initiated by the Bureau to investigate money laundering, which have been referred for prosecution and have not been terminated by the Prosecution Office, is increasing.	0	2	2	3	4
4.	The number of proceedings initiated by the Bureau to declare funds as proceeds of crime, in which the funds are confiscated and transferred to the State budget, is increasing.	1	3	5	5	4
5.	The number of criminal proceedings for bribery of foreign public officials initiated by the Bureau is increasing.	0	1	2	3	3
6.	The number of corruption risk analyses leading to the initiation of investigatory process matters or criminal proceedings in priority areas is increasing.	4	4	5	6	7
7.	The number of meetings of the Cooperation Coordination Groups initiated by the Bureau and resulting in a report from the Financial Intelligence Unit to the Bureau is increasing.	5	7	9	11	13
8.	Proportion of decisions adopted by the Bureau imposing administrative fines for violations of the Law on Prevention of Conflict of Interest which have not been annulled (%).	97%	98%	98%	98%	98%

9.	Proportion of decisions taken by the Bureau in the area of controlling the activities of public officials concerning the reimbursement of funds to the State budget which have not been annulled (%).	100%	90%	90%	90%	90%
10.	Proportion of decisions adopted by the Bureau imposing administrative fines for violations of the procedure for political party financing and campaigning that have not been annulled (%).	96%	98%	98%	98%	98%
11.	Proportion of decisions adopted by the Bureau in the area of controlling political party financing and pre-election campaigning concerning the reimbursement of funds to the State budget that have not been annulled (%).	100%	90%	90%	90%	90%
12.	During the pre-election campaign period, the Bureau provides educational events for representatives of political parties (associations thereof) and advertising service providers (number).	5	0	3	4	5
13.	The volume of information received by the Bureau through all reporting channels is increasing (%).	1350	+5%	+5%	+5%	+5%
14.	The proportion of entrepreneurs who admit that they are willing to pay a bribe has decreased (% of respondents).	27%	25%	23%	21%	20%
15.	The proportion of people who admit that they are willing to pay a bribe to a public official to solve their problems with State or local government institutions has decreased (% of respondents).	15%	14%	13%	12%	11%
16.	The number of users of the online reporting platform is increasing (% increase in users).	-	+5%	+5%	+5%	+5%
17.	Public willingness to report corruption is increasing (% of respondents).	61%	65%	66%	68%	70%
18.	Latvia's score in the annual Corruption Perceptions Index is improving.	59	61	63	64	66
19.	The circulation of electronic documents and the proportion of documents circulated electronically only is increasing (%).	-	+5%	+10%	+15%	+20%

Director of Corruption Prevention and Combating Bureau

Jēkabs Straume