

# STRATEGIC FRAMEWORK

## 2019 to 2022

Working towards an Ireland that is open, fair and where entrusted  
power is used in the public interest

“Every country needs a strong chapter of  
Transparency International”

Jeffrey Sachs

## TABLE OF CONTENTS

|  |    |
|--|----|
| 1. About this Strategic Framework .....              | 3  |
| 2. Who we are .....                                  | 3  |
| 3. Our Vision .....                                  | 3  |
| 4. Our Mission .....                                 | 3  |
| 5. Integrity – the Sum of our Values in Action ..... | 4  |
| 6. Our Approach .....                                | 4  |
| 7. Promoting Integrity .....                         | 5  |
| 8. What we want to see .....                         | 6  |
| 9. What we want to achieve .....                     | 6  |
| 10. Our Current Programme of Work .....              | 7  |
| 11. Our Core Aims .....                              | 8  |
| 12. Resourcing our Work.....                         | 9  |
| 13. Managing our Work.....                           | 10 |

## 1. About this Strategic Framework

This strategic framework explains our vision, mission, key operating principles and the approach which will inform our work over the next three years.

## 2. Who we are

Transparency International (TI) Ireland is an independent, non-profit organisation, dedicated to promoting integrity in Irish society. We are a fully accredited Chapter of the Transparency International (TI) movement, a global network of people and organisations committed to ending corruption around the world. TI is independent of government, politically-non-partisan, and non-profit making.

Each autonomous Chapter of TI subscribes to TI's fundamental values and is managed on the principles of honesty, openness, professionalism, effectiveness, fairness and respect. Our TI accreditation is reviewed every three years.

We believe that we need to be professional, respectful, truthful, receptive and inclusive to affect the change we want to see. We base all our policy positions on sound objective and professional analysis and will continue to engage with people and groups from across Irish society from government, business, and civil society to pursue our mission.

We will not accept funding that compromises our independence. Where conflicts arise (real or perceived) they will be managed so that TI Ireland's reputation for independent analysis and advocacy always comes first.

## 3. Our Vision

TI Ireland's vision is an Ireland that is open and fair, where entrusted power is used in the public interest. This cannot be achieved unless we adopt and live by values that support our common goals - even when pursuing our own individual interests.

## 4. Our Mission

Our mission is to empower people with the support they need to promote integrity and stop corruption in all its forms. It is by empowering people that values are asserted, laws are changed, and institutions are built. Only people can make integrity work. Only people can stop corruption.

## 5. Integrity – the Sum of our Values in Action

Integrity is the antithesis of hypocrisy. It is the opposite of corruption. However, integrity means much more than the absence of corruption - it implies we act in a way that is consistent with our personal and shared values.

Integrity demands a great deal from us personally and collectively. We all have our own private, short term interests. Sometimes those interests coalesce, but often our own interests and behaviour compete with that of others and of society as a whole. With so many competing interests, we rely on democratic institutions, rules and laws to see that fair and just compromises are made, and the public interest comes first.

Integrity therefore demands that our leaders and institutions act in the interest of fairness and justice. It demands that they use power and resources for the reasons we agreed they would. Upholding this principle requires transparency in government and politics – providing us with the information we need to tell us whether the pillars of democracy are serving everyone’s interest or have been misused to the advantage of a select few.

Integrity also demands that when our leaders misuse entrusted power and resources, they must be held accountable and we should have the right and ability to fairly replace them. Above all, making integrity work involves people showing the leadership, courage and solidarity to act in the public interest.

## 6. Our Approach

We believe that the abuse of power can only be addressed in a sustainable way by promoting National Integrity Systems (NIS). A NIS can be described as the sum of all our institutions, laws, and efforts in stopping corruption. We also view the fight against corruption as a cyclical process involving 1) the prevention 2) the detection, 3) the investigation and enforcement, and 4) the learning aimed at changing attitudes, systems and behaviour.

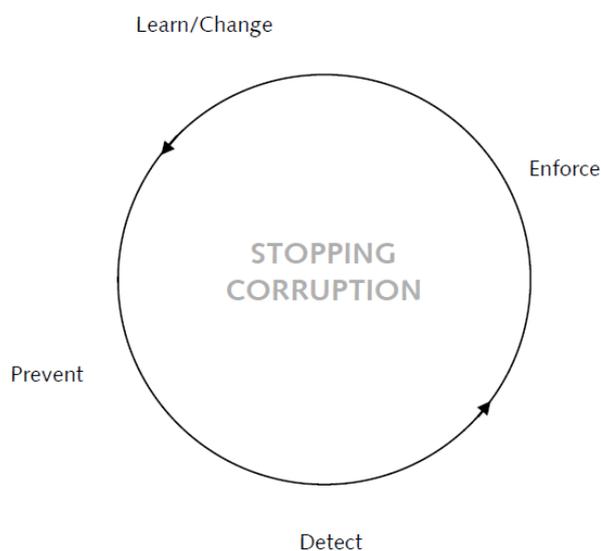


Figure 1 – The Anti-Corruption Mission Cycle

## 7. Promoting Integrity

Promoting integrity and stopping corruption involves more than just “corruption fighters” and demands more than just “anti-corruption” strategies. Many more approaches are needed to address the causes and symptoms of the abuse of power.

We will continue to promote measures such as effective whistleblowing mechanisms in organisations, ethical leadership, good governance and open government on the understanding that these measures don’t just stop corruption, but they benefit society, the economy and our shared environment.

Similarly, the pursuit of other missions such as human rights, economic development or sustainable business depends greatly on the pursuit of core TI values. It is for that reason that TI Ireland will continue to work in partnership and help build and empower coalitions with like-minded people and organisations in realising our common values.

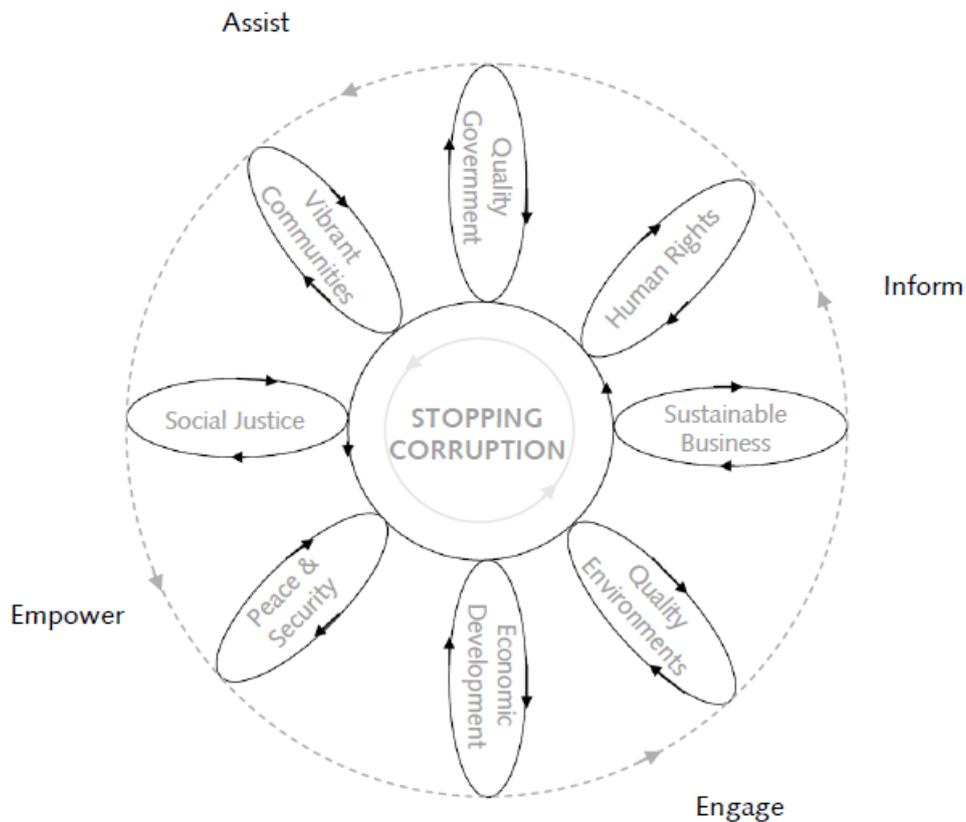


Figure 3 – Empowering People – Effecting Change - Our Mission Cycles in Context

## 8. What we want to see

Over the course of the next three years we will work tirelessly towards the following desired outcomes:

### A measurable change in peoples' attitudes

We want to see a positive change in political, corporate and public attitudes to measures aimed at promoting transparency and accountability. This will mean less tolerance of corruption in all its forms and be heard in the public statements and policies of leaders across society who actively assert those values and policies that are consistent with TI's vision.

### A measurable change in systems

We want to see the introduction of laws, rules and policies aimed at promoting open government and integrity. Where possible, we will also work to see the resourcing of effective institutions that can help prevent, detect and investigate wrongdoing and ensure that public resources are used in the public interest.

### A measurable change in peoples' behaviour

We want to see our leaders behave in a way that is consistent with society's deeply held values and act in the public interest. We will see greater compliance with those rules and a greater flow of information from government to the public. We will also see the emergence of an environment that is safe for people to speak up in the public interest.

## 9. What we want to achieve

For the next three years we will continue working to promote our key aims through programmes such as Integrity at Work and undertake new projects that can promote our values of transparency, accountability, and democracy in Ireland. In other words, we will ask ourselves whether what we are doing is promoting integrity in Irish society.

New opportunities for work over the next three years will be also be chosen by considering the aims we set to fulfil our mission and achieve our desired outcomes – i.e. how can we engage, inform and assist people so they themselves are empowered to effect a change in attitudes, systems and behaviour?

## 10. Our Current Programme of Work

Since 2004, we have been actively working towards higher standards in public and corporate life. Through our website, newsletter, press releases, media interviews, opinion pieces, public meetings, lectures, reports and public submissions we have attempted to place the prevention of corruption on the national agenda. Extensive research and engagement with whistleblowers, policy-makers and employers allows us to better identify and overcome the challenges to good governance in Ireland.

Programmes and projects currently run by TI Ireland include:

- The Integrity at Work programme is a multi-stakeholder initiative which supports organisations to create safe working environments for staff to do the right thing and speak up about wrongdoing. The programme was launched in 2016.
- The Speak Up Helpline, launched in 2011, is Ireland's only non-profit helpline for witnesses and victims of wrongdoing and/or corruption, providing free confidential information and advice. As of late 2018, the Helpline had assisted over 1,100 people.
- The first National Integrity Index of Local Authorities was launched in 2018 and ranks Ireland's 31 local authorities based on three criteria: Transparency, Accountability and Ethics. The index will help measure progress towards more open local government.
- The Transparency Legal Advice Centre (TLAC) was established by TI Ireland in 2016 to offer free legal advice to anyone who wishes to disclose wrongdoing under Irish law, in particular under the Protected Disclosures Act 2014.
- Our 'Safe Haven?' project is focussing on addressing the risk that Ireland could be used to launder the proceeds of international corruption and explores how those assets could be used to the benefit of societies from which they were stolen.
- The Open Government Association is a grass-roots initiative aimed at promoting Ireland's continued engagement with the Open Government Partnership. TI Ireland is working to help the launch the initiative in 2019.
- TI Ireland has worked successfully to see new measures introduced to stop corruption. These include the Protected Disclosures Act 2014, the Regulation of Lobbying Act and the Criminal Justice (Corruption Offences) Act as well as a new Garda anti-corruption unit.

## 11. Our Core Aims, 2019 to 2022

### Aim 1 - Engage

We will engage with stakeholders across Ireland and overseas through partnerships, coalitions, media, and services. By researching and engaging in dialogue, we will aim to ensure our work is both relevant and impactful.

#### Our Approach

We will encourage more people of all ages to support our work. Where possible, we will use social media to keep people informed of relevant news and ways to promote transparency and accountability. We will lead or support other grass-roots technology initiatives that allow people to engage in our policy, research and monitoring work.

We will engage with office holders, public servants and politicians with a view to supporting progressive change in government policy and Irish public life. We will explore opportunities to work with civil society organisations, business and the public in asserting and sharing our common values. We will also continue to engage in TI regional and global initiatives.

We will continue to work for laws, regulations, codes and institutions that help apply our common values. Our work will continue towards government that is more open and accountable, making politics, business and finance cleaner, with adequate legal safeguards for people who report concerns of wrongdoing in the public interest.

### Aim 2 - Inform

We will inform people and organisations of strategies and tools aimed at promoting integrity, accountability and transparency in public life.

#### Our Approach

We will continue to keep our stakeholders informed through newsletters, social media and information events. We will continue to develop our engagement with public and private sector organisations through the Integrity at Work programme.

We will continue to monitor and draw peoples' attention to systemic risks to good governance in Ireland and see that action is taken to address them. Where possible, we will design and offer practical solutions to existing problems through the delivery of research and guidance.

We will seek to gain government and political party commitments to our policies – and we will monitor and draw public attention to those commitments. Our advocacy will continue to draw attention to risks and identified cases of corruption in all its forms. We will highlight the costs of the abuse of power and the benefits that arise when power is used in the public interest.

## Aim 3 - Assist

We will assist people with practical support and advice so that they can draw attention to wrongdoing without fear of reprisal. We will also continue to support organisations in creating environments in which people feel safe to do the right thing.

## Our Approach

We will seek to secure and strengthen the resources provided to those reporting wrongdoing via our Speak Up Helpline. The Helpline will also advise people on how they can make their voices heard by those in positions of authority, as well as helping people to effectively access official information. We will ensure that whistleblowers can access their rights to protection by providing access to free legal advice from the Transparency Legal Advice Centre where appropriate.

We will continue developing our Integrity at Work programme by providing support to public bodies, charities and the private sector. We will develop tailored resources that help organisations in promoting organisational integrity and, where possible, make our expertise and resources available to those providing support to colleagues overseas.

Finally, we will continue to offer whatever assistance or leadership is required by the TI Movement and others in pursuing our common mission at a regional and global level.

## 12. Resourcing our Work

In pursuit of our aims, we will need to be resourced and organised to do the work we set out to do. We will continue to explore and undertake new opportunities to expand our programmes, build staff and organisational capacity, and develop a new Friends of Transparency programme. We will protect and enhance our reputation as a professional, authoritative public voice on the issues that concern us. We will plan and seek financial support that does not undermine our independence. Funding will be sought both in Ireland and overseas. We will continue to seek voluntary support from people with the time and expertise to deliver on our desired outcomes and aims. We will also look to the TI Movement for support through new capacity enhancement programmes and lend whatever support we can back to the Movement.

Objective 1: Building on the work we have done in establishing our Speak Up service so that we can meet public demand for legal advice and information, support whistleblowers and witnesses, develop our range of tools and client services, and produce high-quality analysis from our engagement with citizens.

Objective 2: Increasing TI Ireland's impact as an evidence-based advocacy organisation through delivering highquality research and analysis and through engagement nationwide with volunteers, members, citizens, experts,

policy-makers and legislators.

## 13. Managing our Work

Our programmes will be clearly planned and budgeted, with an annual budget for all our work reviewed and approved by our Board. All programmes will be designed, managed and monitored to prevent any real or perceived conflicts of interest, while allowing for realistic planning and clear evaluation of outcomes and outputs.

Each project and programme will be designed and managed by our staff, supported by volunteers, and monitored by our elected Board of Directors. Timely and accurate reports on delivery and impact will be also shared with our key stakeholders. We will always be open and accountable and make financial and governance-related information freely available to our Board, donors and the public.

Our work will principally be judged by how well we deliver on our desired outcomes - a measurable change in attitudes, systems and behaviour consistent with our core values.