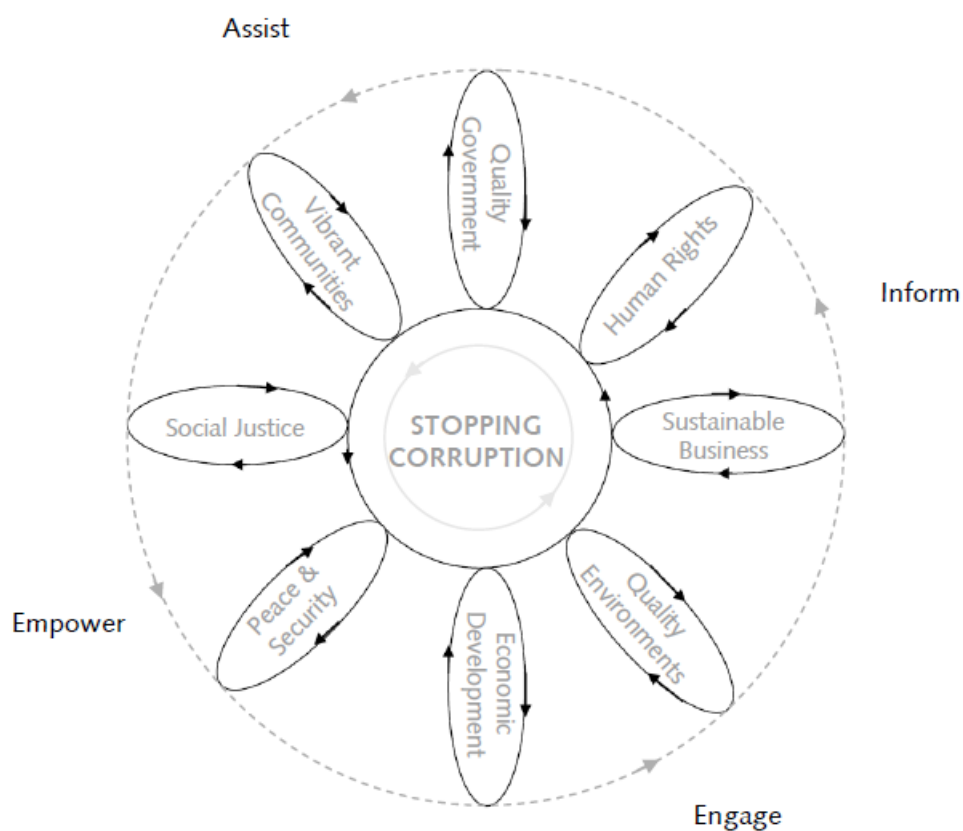


# STRATEGIC FRAMEWORK to 2016

“Working towards an Ireland that is open, fair and where entrusted power is used in the interests of everyone”



**Promoting Integrity – Your Values in Action**

## Table of Contents

<b>1. About this strategy</b>	<b>3</b>
<b>2. Who we are and what we're here to do....</b>	<b>4</b>
<b>3. What do we stand for?</b>	<b>6</b>
<b>4. What brings us together?</b>	<b>8</b>
<b>5. What kind of organisation is TI?</b>	<b>8</b>
<b>6. Why does Ireland need Transparency?</b>	<b>9</b>
<b>7. Our Mission</b>	<b>10</b>
Our approach to date	10
Our current programme of work	11
Our approach to 2016	12
<b>8. What we want to see...</b>	<b>16</b>
<b>9. What we want to achieve...</b>	<b>17</b>
<b>10. Our Action Plan</b>	<b>22</b>
<b>11. How will we know this is working?</b>	<b>23</b>
<b>12. Annex</b>	<b>24</b>
Our Strengths, Weaknesses, Opportunities and Threats	24

## **1. About this strategy**

This strategic framework charts a path for TI Ireland for the next five years. It tells us where we are, where we want to go, and how we want to get there.

It sets out our new vision and mission. It tells us what kind of organisation we are part of and why we do what we do. It describes the political and social environment we work in and why this work is needed now. It outlines the approach we have taken to our work to date and the approach we will take to our work to 2016. Finally this strategy tells us what we want to achieve, how we will go about achieving it, and how we will know if we have achieved what we said we would.

## **2. Who we are and what we're here to do....**

Transparency International (TI) Ireland is an independent non profit organisation, dedicated to promoting integrity in Irish society. It is a full member of the global Transparency International movement which includes chapters, individual members and partner organisations in over 100 countries. TI Ireland works with this movement and the TI International Secretariat based in Berlin, Germany in stopping corruption worldwide.

Our vision is an Ireland that is open and fair, and where entrusted power is used in the interest of everyone.

Our mission is to empower people with the support they need to promote integrity and stop corruption in all its forms.

“Every country needs a strong chapter of Transparency International”

Jeffrey Sachs

### 3. What do we stand for?

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

#### **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 is a value that can be defined as **behaviour consistent with the values we hold**.

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 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 common good comes first.

Integrity therefore demands no less than our leaders and institutions acting 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 that we all value the role of **transparency** in society – 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.

It demands **accountability**. The rule of law must be respected and laws enforced equitably. Integrity also demands that where our leaders misuse entrusted power and resources, they be held to account and that we 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 everyone's interest. It involves us all working together to promote our shared values and to stop the abuse of trust and power.

## **4. What brings us together?**

TI Ireland brings people together who want to do more than complain about corruption. Its members and staff care deeply about our country's international reputation, fairness in society, the health of our democracy, and the future of Irish business. We are part of the only global organisation dedicated to stopping corruption worldwide, working to create a "level playing field" for citizens, for business, for everyone.

## **5. What kind of organisation is TI?**

Transparency International (TI) is a global network or movement of people and organisations committed to stopping corruption around the world. TI is independent of government, politically-non-partisan, and non profit making.

TI Ireland is a full member and Irish chapter of the TI Movement. TI affords its chapters the autonomy to set its own strategies, policies and programme of work. It subscribes to TI's fundamental values and is managed on the principles of honesty, openness, professionalism, effectiveness, fairness and respect. Our work is guided by this strategic framework and is subject to review by our members, elected Board of Directors, donors and the TI Movement.

We believe that we need to be professional, respectful, truthful, listening 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. While TI Ireland does not publish cases of criminal activity that are not already in the public domain, we will empower others to do so.

We will not take money 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. To that effect TI Ireland will not seek core financial support from government, business or trade unions.

## 6. Why does Ireland need Transparency?

When TI Ireland was founded in 2004, a series of public tribunals on corruption were in full swing. The media was reporting a series of allegations and revelations of bribery, tax evasion and corruption against leading politicians. Ireland's international reputation had reached a low point with the country ranked as one of the most corrupt in Western Europe.

In the years since then, we were told that Ireland Inc. had cleaned up its act. It seemed things were improving. The facts tell another story.

Ireland has earned a reputation for "stroke politics" and underhand dealing that has led to the New York Times branding it as the "Wild West of European finance" and the Financial Times recently labelling it a "Banana Republic".

Public trust in business is amongst the lowest anywhere in Europe. Scandals surrounding politicians' expenses and donations have done irreparable damage to the credibility of parliamentary democracy. Numerous irregularities in the way public contracts have been awarded have been exposed. Reports of widespread planning corruption have reappeared in the media.

The financial and reputational damage corruption has done to our country is incalculable. Yet petty and political corruption has been dwarfed in scale and impact by the abuse of power in our financial services sector. With the bail-out of one bank alone likely to cost taxpayers €35 billion, the crippling cost of bad governance in Ireland will be borne by the poorest in society for decades to come.

The common denominator behind all these problems has been a mix of secrecy, apathy, ignorance and powerlessness. Too many decisions and deals are cut behind closed doors; too much official information is withheld from the public; journalists and whistleblowers have been silenced; and government and vested interests have conspired to keep reform off the agenda.

Despite the grim picture, there is cause for hope. Civil society in Ireland is strong. Irish citizens are well educated, actively engaged with their communities and other good causes. Honest business people are concerned about the wellbeing and reputation of corporate Ireland. And public servants across the country are willing to help Ireland clean up its act.

However, things will only change when people are empowered to effect change. They need information and knowledge to demand leadership of integrity and to hold that leadership to account.

As much as anything, they also need the active support of an independent organisation to affect change and assert their right to live in an Ireland that is open and fair.



## 7. 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.

### Our approach to date

After TI Ireland was founded in 2004, our focus was also set on **building coalitions** and **raising awareness** in Ireland of corruption as a global issue. Our campaigning culminated with changes to Government policies and the introduction of the Prevention of Corruption (Amendment) Bill 2008. Our international focus also allowed the chapter to identify itself with policy makers as a **professional, balanced** campaign group, and to generate **knowledge** on what is a set of complex and wide ranging issues.

From early 2005 on, work began on identifying governance related problems at home leading to the launch of TI Ireland's **National Integrity Systems (NIS)** study in March 2009. The NIS can be described as the sum of all our institutions, laws, and efforts in stopping corruption and has been visualised as a Greek Temple...

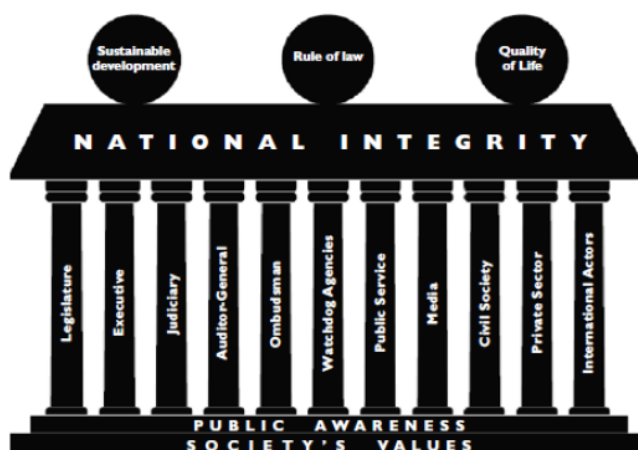


Figure 1 – The NIS “Greek Temple” Diagram

Using the NIS framework a list of priorities was drawn including the introduction of ‘whistleblower’ legislation and reform of a number of “pillars” such as local government were identified. We also offered some forty recommendations against which government, business and civil society efforts to stop corruption should be measured.

A year after the publication of our NIS study it is clear that limited time and resources only allow us to directly address some of the problems we identify. The following outline should explain the new dynamic approach we will take to prioritising and monitoring our future programme of work...

### Our current programme of work

Since 2005 we have been actively campaigning for 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. After almost three years of research we published the first **National Integrity Systems (NIS) study** for Ireland in 2009. It allowed us to better identify the challenges to good governance in Ireland and offer solutions to many of the problems the country faces.

More recently, and with the support of the Joseph Rowntree Charitable Trust, TI International Secretariat and the European Commission (EC), a number of new multi-country projects and programmes have begun. They include a detailed study “**An Alternative to Silence**” and campaign on whistleblower protection in Ireland launched in 2010. Another study “**Countdown to Impunity**” also began in 2010 examining barriers to prosecuting corruption related offences in Ireland. EC funding that has helped establish TI Ireland’s first **Transparency Resource and Advice Centre (TRAC)** and our free helpline service ‘**Speak Up**’ has also begun. This programme will allow us help people report wrongdoing and seek redress where power has been abused.

The European Commission is also funding a new pilot project called “**IntegWiki**” which will allow for the collaborative grass-roots development of National Integrity Studies online. It will allow students, academics and anyone with an interest in how we are governed to suggest and post changes to our baseline research – keeping us up to speed on new developments and keeping our thinking fresh and relevant. We will recognise individuals who have made an outstanding contribution in stopping corruption or promoting integrity in Ireland with a **National Integrity Award**. A methodology for a **National Integrity Index** will help us rank public authorities according to how accountable and transparent they are to the public. A training, advisory and Collective Action programme called “**Integrity at Work**” is also planned for development over the course of 2012.

We can look at a sample of our existing programme of work using the key points on the mission cycle model described on page 13 (some projects or programmes fall under more than one heading)...

## Prevention

Standards promotion (training to public agencies, NGOs and business)

Whistleblowing promotion (Alternative to Silence, whistleblower campaign and starting TRAC/Speak Up)

Work for introduction of UN Convention against Corruption (UNCAC) and OECD Convention in Ireland

Public advocacy for reform of Freedom of Information laws

## Enforcement

Research on barriers to law enforcement (Countdown to Impunity\*)

Public advocacy and research on rule of law (NIS, policy papers and media)

## Detection

Promoting Whistleblowing and Whistleblower Protection (Alternative to Silence)

Supporting whistleblowers and witnesses (work to establish TRAC/Speak Up)

Organisational training\*

## Learning and Change

Understanding more about patterns of corruption in Ireland (NIS)

Knowledge Sharing (IntegWiki\*, National Integrity Index\*, website, newsletter)

Measuring attitudes and perceptions (Global Corruption Barometer/ Corruption Perceptions Index/Eurobarometer)

Public advocacy for law reform (Alternative to Silence, media, lobbying)

Lectures/training

Progress Reporting (NIS, IntegWiki\*, OECD Progress Reports, UNCAC Gap Analysis)

National Integrity Award\*

\*Planned for 2011/2012

While identifying problems and priorities for action using the NIS framework will remain an important part of our work, we will place greater emphasis on promoting values and identifying solutions using a new “Mission Cycle” model.

## Our approach to 2016

Corruption is a hugely contentious topic. Although our definition of corruption “the abuse of entrusted power for private gain” is very concise, few people seem to agree on what it is and how to stop it. With so many problems facing us it can be very difficult to know where to start.

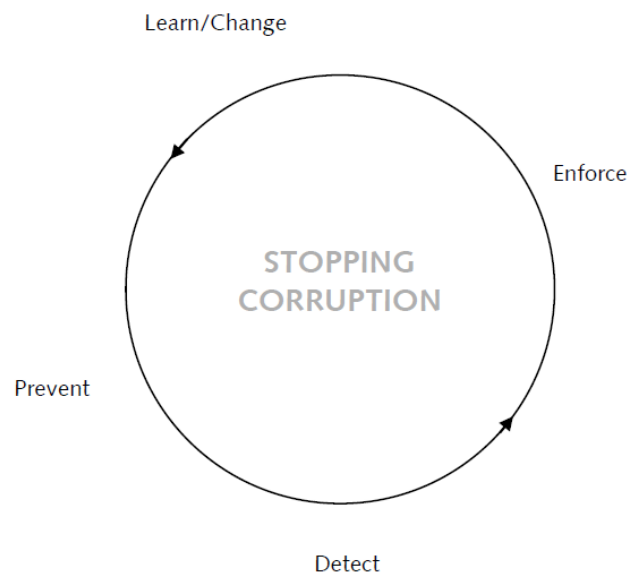


Figure 2 – The Anti-Corruption Mission Cycle

TI Ireland will help identify and make sense of the problems facing us. It will do this by using NIS and other research tools such as surveys as an evidence base. But we will not solely focus our attention on those problems. Instead we will focus our attention on how they can be addressed. We will look at stopping corruption **as a cyclical process** involving 1) **preventing** corruption, 2) **detecting** corruption, 3) investigating and punishing corrupt behaviour (**enforcing**), and 4) **learning**, and **changing** attitudes, systems and behaviour. Using this model should help us think more clearly about how to employ the range of anti-corruption tools we have developed, how relevant any existing or new intervention is, and what impact we have had. We can look on our existing programme of work under these four headings (see previous page (page 12)).

### Promoting Integrity...

Our work can affect long term change - change towards an Ireland that is more open and fair. Sometimes it is easier to say what we **stand against** when faced with problems such as waste or corruption. But it is also in asserting **what we stand for** (our values) that we can deal with those problems. Values, learning and positive behaviour are mutually reinforcing.

When we **assert** and **adopt** our values, when the public **demand** and our leaders **apply** those values through our laws, institutions and positive behaviour, we help address the problems we face and deliver for all our people. Over the next five years TI Ireland will work in actively promoting its core values of **transparency, accountability, and democracy**.

Above all, we will make it our business to promote the sum of our values and behaviour consistent with our values – the meaning of the word **integrity**.

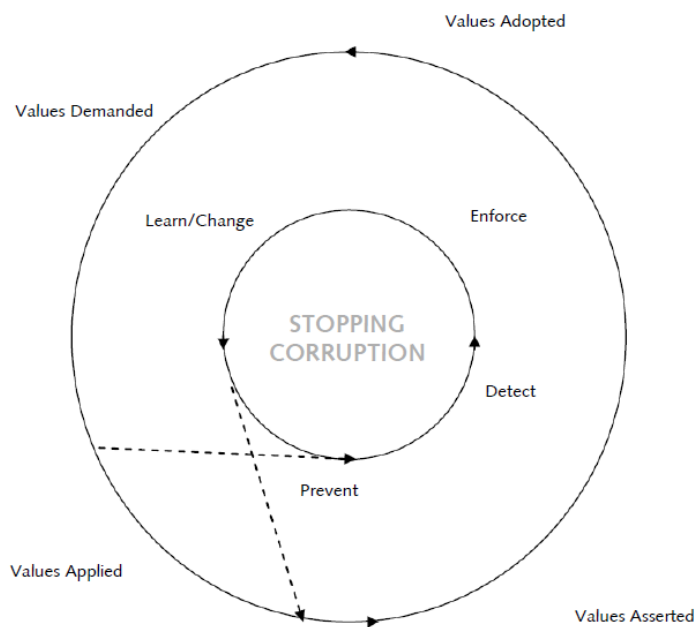


Figure 3 – TI Ireland’s Mission Cycle – Promoting Integrity - Stopping Corruption in Context

## ...while keeping an eye on the Bigger Picture

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

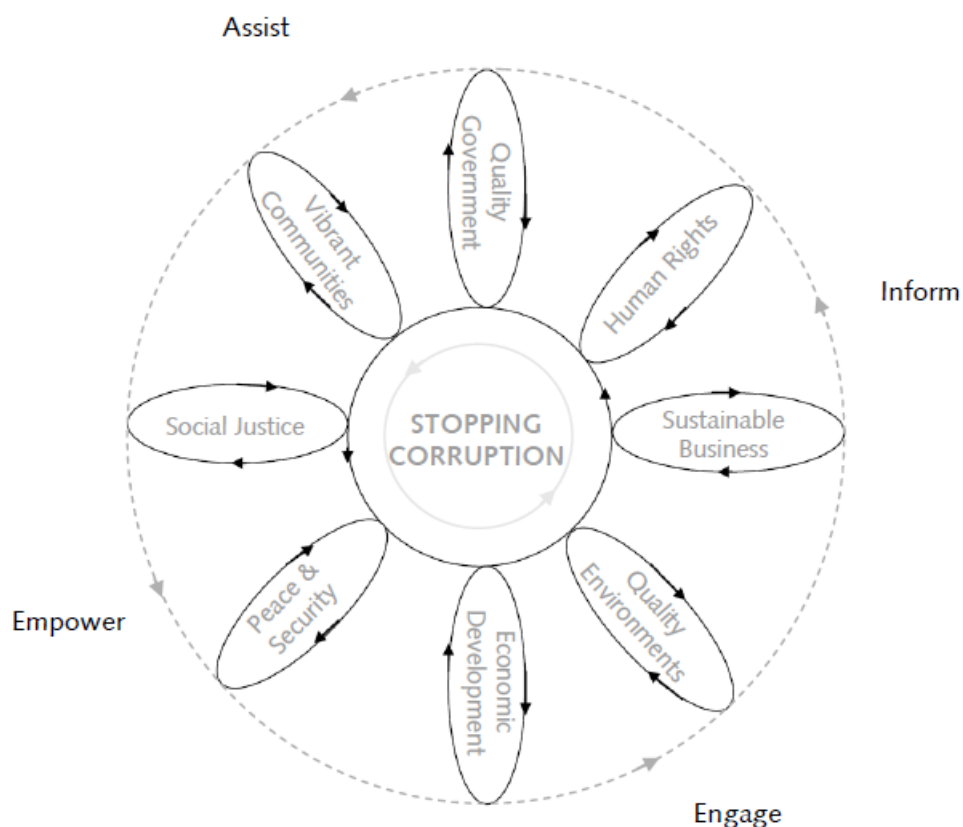


Figure 4 – Empowering People – Effecting Change - Our Mission Cycles in Context

Likewise the pursuit of other missions such as human rights, social justice, economic development or sustainable business depends greatly on the pursuit of **core TI values**. It is for that reason that over the next five years TI Ireland will seek out partnerships and help **build** and **empower** coalitions with like-minded people and organisations in realising our common values.

## 8. What we want to see...

Over the course of the next five 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 wrongdoing** in all walks of life. This will mean **less tolerance of corruption** in all its forms, and be heard in the **public statements** and **policies** of leaders across society that actively assert those values and policies that are consistent with TI's vision. We will also see the Irish people assert and **demand greater transparency, integrity and accountability** from their leaders.

### A measurable change in systems

We want to see the introduction of **laws, rules** and **policies** aimed at promoting integrity and stopping corruption. Reform may also require **constitutional change** and the **design** and **resourcing** of **effective institutions** that can detect and investigate wrongdoing, enforce the law, scrutinise the use of public resources, and help people hold their leaders and public servants to account.

### 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 interests of everyone. 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 everyone's interest. Finally we will see **more people held to account** for wrongdoing and **lessons clearly learned** from the past.

## 9. What we want to achieve...

For the next five years we will prioritise new and existing projects by asking ourselves whether they will help us stop corruption. But we will also ask how potential new projects can promote the **assertion, adoption, demand for** and **application** of TI's core values **of transparency, accountability, and democracy** in Ireland. In other words, we will ask whether what we are doing is actually promoting **integrity** in Irish society.

New opportunities for work over the next five years will be also be chosen by considering the **aims** we set to fulfill 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 attitudes, systems and behaviour? The list of the following aims and objectives offers an outline of how we go about our work to 2016.

### Engage, Inform and Assist

AIM 1. We will engage with people across Ireland through membership, partnerships, coalitions, meetings, media, and services. By researching, opening value-based dialogues, and listening, we will aim to ensure we assert the values and meet the needs of the society around us.

AIM 2. We will inform people of the role our values and work plays in addressing corruption and related problems, and the opportunities to make Ireland a more open and fair society.

AIM 3. We will assist people with practical support and advice so that they can assert their right to live in a country that is more open and fair.



## Aim 1 - Engage

“We will engage with people across Ireland through membership, partnerships, coalitions, meetings, media, and services. By researching, opening value-based dialogues, and listening, we will aim to ensure we assert the values and meet the needs of the society around us.”

## Our Approach

We will encourage more people of all ages to join us as members of TI Ireland to support our work and get involved through meetings, and working groups of volunteers around the country. We will also organise periodic **public meetings** and **workshops** designed to engage, learn from and inform people of new developments and how they can promote integrity and stop corruption. From 2011, we will make better use of **internet technologies** to allow us keep people informed of what’s going on around them and help them hold their leaders to account. We will make much greater use of **social media** to engage with young and not-so-young people. Our new **website** will be developed to allow our members and the public get more involved in our work. We will lead or support other **grass-roots technology** initiatives that allow people to help us in our policy, research and monitoring work. We will engage **office holders, public servants** and **politicians** directly with a view to changing government policy. Furthermore we will explore other opportunities to work with **young people**; to engage with people across the **island of Ireland**; and to open up space for **dialogue** with faith based organisations, other non-profit organisations, business, political parties, government and the public in asserting and sharing our common values. We will also continue to engage in **regional** and **global initiatives** aimed at pursuing the TI Movement’s common mission.

## Aim 2 - Inform

“We will inform people of the role our values and work plays in addressing corruption and related problems, and the opportunities our values present in making Ireland a more open and fair society.”

### Our Approach

New **research** and **advocacy** opportunities will be explored in Ireland and with our friends in the TI Movement and beyond. They will be tested against this strategic framework for relevance and potential impact. A new **customer relations management system** and **newsletter** will help keep our members and supporters informed of our work. We will continue to **monitor** and draw peoples’ attention to **systemic risks** to good governance in Ireland and see that **action** be taken to address them. And we will design and offer **practical solutions** to existing problems through the delivery of **policy papers**, and **practical guidance**.

We will continue to work for **laws, regulations, codes** and **institutions** that help apply our common values and stop corruption. Our work will continue to press for government that is more **open** and **accountable**, making politics, business and finance **cleaner**, with adequate legal safeguards for people who honestly report concerns of harm to others or the public good. We will draw attention to individual efforts in promoting integrity through an annual **National Integrity Award** and **campaigns** to highlight injustices faced by **whistleblowers**. We also will seek to gain government and political party commitments to our policies – and we will **monitor** and draw **public attention** to those **commitments**. And where appropriate we will work through the **news media** in publicly highlighting issues of concern so we can influence official opinion and ultimately affect change.

Our advocacy **campaigns** will continue to be based on international standards of research and will draw attention to risks and identified cases of corruption in all its forms, while highlighting the costs of the abuse of power and the opportunities and benefits that arise when power is used in everyone’s interest. Our communications strategies will reflect the values and approach laid out in this strategic framework.

### **Aim 3 - Assist**

“We will assist people with practical support and advice so that they can assert their right to live in a country that is more open and fair.”

### **Our Approach**

In 2011 we began a programme of support and advice to people through **our Transparency Resource and Advice Centre (TRAC)**, now known as **‘Speak Up’**. Speak Up will provide **free information to witnesses** of corruption and those honestly reporting concerns (**whistleblowers**). It will also advise people on how they can better make their **voices heard** by those in positions of authority. The programme will also help people effectively **access official information** so they can hold their leaders to account. We will also help those who have been the victims of the abuse of power and corruption by securing advice on their rights and opportunities for **redress**. We will also explore opportunities to deliver this service to people across the island of Ireland.

We will also develop resources that help organisations across all sectors in promoting **organisational integrity**. This we will do through **guidance and training** to those organisations that wish to promote integrity.

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 or global level.

## 10. Making this happen

Ultimately, this work will empower people to bring about the change we want to see. In pursuit of these aims however, we will need to be resourced and organised to do the work we set out to do.

### Our Approach

We recognise that we are currently under-resourced to pursue our current programme of work. Our organisation is small and the fundraising environment we work in also poses a big challenge to growth. That said we now have more people, knowledge and resources to help us fulfill our mission than before.

We will continue to explore and undertake new opportunities to **expand** our programmes, build staff and organisational **capacity**, and significantly develop our **membership** programme with teams of **working groups** across the country helping us with our work. 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 from people **across Ireland** and among the **Irish Diaspora** 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.

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 our **members** and **volunteers**, and monitored by our elected **Board of Directors**. Timely and accurate reports on **delivery** and **impact** will be also shared with our members, the TI Movement, and donors.

## **Action Plan Activity Streams**

The following activity streams (objectives) are used to help us to set clear targets in delivering on our aims. While there is no particular order or priority lent to each objective (each one is seen as mutually supportive), some activities will be dependent on us delivering on other targets such as funding (Activity 8). A detailed breakdown of activities, assigning roles, timelines, and budgets to 2013 is listed under the following Aims and Action Plan Activity Streams (the detailed action plan complements this strategy). An Executive Report will also be presented to the Board to measure progress against this strategy in advance of each TI Ireland Board meeting:

### **Aim 1. Engage**

1. Communicate proactively with the public (Activity Stream 1)
2. Open dialogue and partnership with other organisations and like-minded individuals (Activity Stream 2)
3. Meetings and correspondence with the public/members, influencers and decision makers (Activity Stream 3)

### **Aim 2. Inform**

4. Research, Monitor and draw attention to systemic risks, commitments and failures in fulfilling them (Activity Stream 4)
5. Conduct advocacy campaigns/projects to affect and support systemic change (Activity Stream 5)

### **Aim 3. Assist**

6. Offer Support, Information and Advice to Victims, Whistleblowers, Citizens and Organisations (Activity Stream 6)

## **Resources and Organisation**

7. Build staff and organisational capacity (Activity Stream 7)
8. Attract resources (Activity Stream 8)
9. Ensure adequate planning/evaluation of work (Activity Stream 9)
10. Manage and administer this work efficiently (Activity Stream 10)

## 11. How will we know this is working?

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.

All our work will be assessed by using our **Mission Cycle** approach to testing the effective promotion of integrity and steps to stopping corruption. We will use a **range of tools** to measure a change in attitudes towards our core values, all forms of corruption and those that help stop corruption. These tools will include TI and third-party **surveys, interviews** with key stakeholders, **media monitoring**, and public statements.

Our policy and research work will identify changes in behaviour such as the introduction of **reforms** or promising **new laws, policies, resources** and **institutions** aimed at applying our core values. We will also monitor the number of **prosecutions** for corruption and other related offences together with **administrative sanctions** for wrongdoing. The **flow of information** from public agencies and the expansion of the **number of agencies** subject to access to information laws will also be assessed and published.

We will also be helped in measuring our performance by a new international **Monitoring, Evaluation Learning** and **Capacity Assessment** framework designed by Transparency International's international Secretariat. This will help us compare inputs against our desired outcomes – or help measure **impact**. It will allow for clearer decision making in project planning and implementation, fundraising and communications. It will also help in identifying threats and challenges to our programme of work.

Our work will also be measured by how we work towards our mission and supporting aims to empower people. We will adopt a **client charter** and **customer services approach** to measuring how well we are helping people through our TRAC and the **quality** of any services to organisations. We will also regularly consult with those we engage, inform and influence through surveys, meetings and interviews.

Finally, we will **monitor the context** in which we work that allows us to better tell whether we are working towards an Ireland that is more open (transparent and democratic), and fair (just, equitable, accountable and inclusive).

All this will be done with the help of like-minded people and organisations, volunteers, staff and members who will be encouraged to help us in consistently gathering and publishing this important information. We will measure and report on our performance openly and honestly and allow our members, partners, and the Irish public to judge us on our own integrity. After all, it is only by living the values we hold that we can realise the Ireland we want to see.

## 12. Annex - Strengths, Weaknesses, Opportunities and Threats

During the course of delivering this strategy, we consulted with internal and external stakeholders what we were doing right and where we were going wrong. This analysis has helped us identify what we have to do to build on our strengths and address our weaknesses.

### Strengths

- Status (TI brand and global scale, independent & non-partisan)
- Intellectual Property (Tools, TI-S support)
- Quality of achievements / Track record (NIS study, Whistleblowing Campaign, public events, etc.)
- Recognition ('the point of reference') and Reputation
- People & Expertise (membership, staff, volunteers, advisors)
- Moral legitimacy
- CEO, John Devitt
- Style of leadership offered
- Small flexible organisation (low bureaucracy)
- Current stronger financing situation

### Opportunities

- Public's appetite for change
- Public's increasing awareness of corruption (in part due to tribunals)
- Public's appetite for public events
- Internal personnel (mobilization of volunteers, Advisory Council)
- Harnessing the Members and Membership
- Recent legislative developments / proposals
- Media interest in governance / corruption
- Coalitions (national and International)
- Economic & social conditions
- Build on the research that has been achieved
- To lead by example - exemplifying TI's values
- ALAC (TRAC) provides a substantive anti-corruption/good governance service)
- Political appetite for transparency issues

### Weaknesses

- Funding (quantity and spread of sources)
- Capacity constraints
- Only one full-time member of staff (means some opportunities have to be missed)
- Public Perception (limited impact)
- Relatively small network (friends and allies)
- Few Supporters (corporate, institutes and government)
- Membership (quantity and diversity)
- Lack of leadership from successive boards

### Threats

- Funding sources (limited) (could long-term funding depend on ethical compromises by TI?)
- Public's complacency and moral fatigue (lack of awareness / understanding of TI)
- Governance structures – charity status not available to TI Ireland
- Reputation damage (comprised by funding or board ineffectiveness)
- Other organisations competing for work
- Possibly being seen as a 'talking shop'
- A possible scandal in the organisation (not a red light threat)
- Members crusading on a personal agenda
- Government and vested interests obstructing our work
- The risk of an internal democratic deficit.