

STRATEGIC FRAMEWORK

2024 to 2030

Working towards an Ireland that is open, fair and where entrusted
power is used for the common good

'The support that Transparency International Ireland provided was absolutely crucial and invaluable in my surviving this ordeal.'

Former Garda Sergeant Maurice McCabe

TABLE OF CONTENTS

1. About this Strategic Framework.....	3
2. Who we are.....	3
3. Our Vision	3
4. Our Mission.....	4
5. What we stand against.....	4
6. What we stand for	4
7. Our Desired Outcomes	5
8. Our Approach: Values, Institutions, Action, Learning, Coalitions	6
9. Our Approach in Practice	8
11. Our Key Objectives to 2030	12
12. Resourcing our Work	13
13. Managing our Work.....	13

1. About this Strategic Framework

This strategic framework explains our vision, mission, key operating principles and the approach which will inform our work to 2030.

It also explains how it will help deliver on Transparency International's [Global Strategy for 2022 to 2030](#).

Much of the framework is largely unchanged from the time when it was first published in 2010. This is because our long-term vision and values remain the same although our medium-term objectives might be modified.

2. Who we are

Founded in 2004, Transparency International (TI) Ireland is an independent, non-profit organisation, dedicated to stopping corruption and promoting integrity in Irish public life.

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, service delivery and advocacy always come first.

3. Our Vision

TI Ireland's vision is an Ireland that is open and fair, where entrusted power is used for the common good. 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.

5. What we stand against

Corruption has a devastating impact on society, democracy and economies.

The direct financial costs of corruption and fraud in Ireland are staggering. It has been estimated that Ireland is losing billions of Euros every year from economic crime. This does not take account of the incalculable cost of corruption worldwide, the proceeds of which are sometimes laundered through Irish financial institutions and companies.

The vast sums wasted on corruption, fraud, abuse and misuse of public funds redirects scarce resources from where they are needed the most. In doing so, corruption further undermines public trust in democratic government; feeds populist and extremist ideologies; and stands in the way of taking action on many of the world's most intractable problems such as poverty and climate change.

It is for these and many other reasons that we dedicate ourselves to fulfilling our vision of an Ireland that is open and fair and where entrusted power is used for the common good.

6. What we stand for

Integrity is the antithesis of and antidote to 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 ethical 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 common good 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 for the common good.

7. Our Desired Outcomes

Over the course of the next six years, we will continue to work tirelessly towards the following desired outcomes:

1. 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 in public life. This will mean less tolerance of corruption in all its forms and be reflected in the public statements and policies of leaders across society that share our values.

2. 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.

3. 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 safer for people to speak up in the public interest.

8. Our Approach: Values, Institutions, Action, Learning, Coalitions

We believe that corruption can only be addressed in a sustainable way by adopting an integrated, multi-dimensional approach to promoting values that uphold our institutions, address corruption-related risks, help learn from experience and engage with a wide range of stakeholders. This approach can be summarised as follows:

1. Firstly, anti-corruption strategies involve the raising of awareness and understanding of how shared democratic values such as transparency, accountability and integrity support our public institutions, as illustrated by our National Integrity Systems methodology.

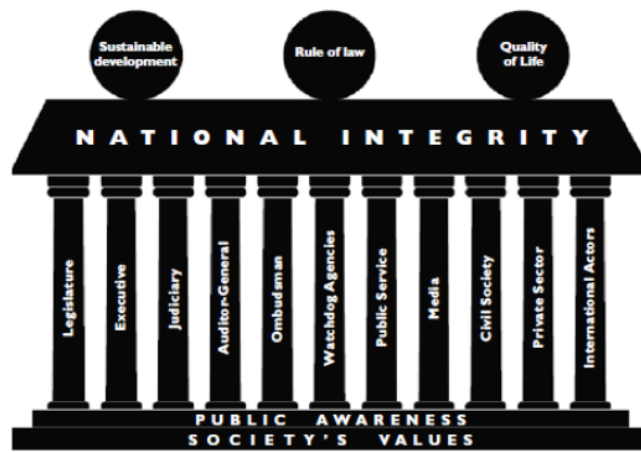


Figure 1 – The National Integrity System Framework

This approach informs our work in advocating for institutional checks and balances and in defending the role of civil society, media and independent oversight institutions that play an essential role in holding power to account.

2. The promotion of these values and strong institutional and legal safeguards, in turn reduce the risk of corruption by limiting opportunities, managing incentives and shifting the mindsets of those who might be inclined to abuse their power.



Figure 2 – The TI Ireland Corruption Risk Equation

Drawing on the research of academics in anti-corruption and white-collar crime such as Donald R Cressey and Robert Klitgaard, TI Ireland suggests that the risk of corruption can be determined by a combination of factors. It can be calculated as a function of incentive, opportunity and inclination which is limited by external oversight (the possibility that a person will be held to account for his/her behaviour) and the individual's and society's commitment to living by ethical values (integrity).

3. By ensuring that action is taken to hold the corrupt to account and to learn from our experiences, we can fulfil our mission to rid politics and government of corruption.

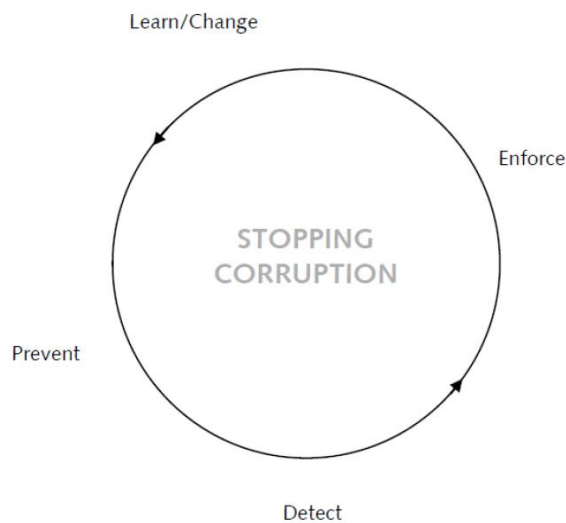


Figure 3 – The Anti-Corruption Mission Cycle

TI Ireland has always prioritised the prevention of corruption as a first step in a cyclical approach to stopping corruption. Where preventive measures are not effective on their own, it is essential that corruption is detected as early as possible, that swift action is taken to address it and that organisations learn from this experience so they can better address the risk of corruption in future.

4. It also demands that we engage, inform, and assist a range of stakeholders and work to see action taken by government, political representatives, business and civil society to stop corruption. To this end, we will work to promote measures such as effective whistleblowing mechanisms in organisations, ethical leadership, good governance and open, democratic government on the understanding that these measures don't just stop corruption, but they benefit society, the economy and our shared environment too.

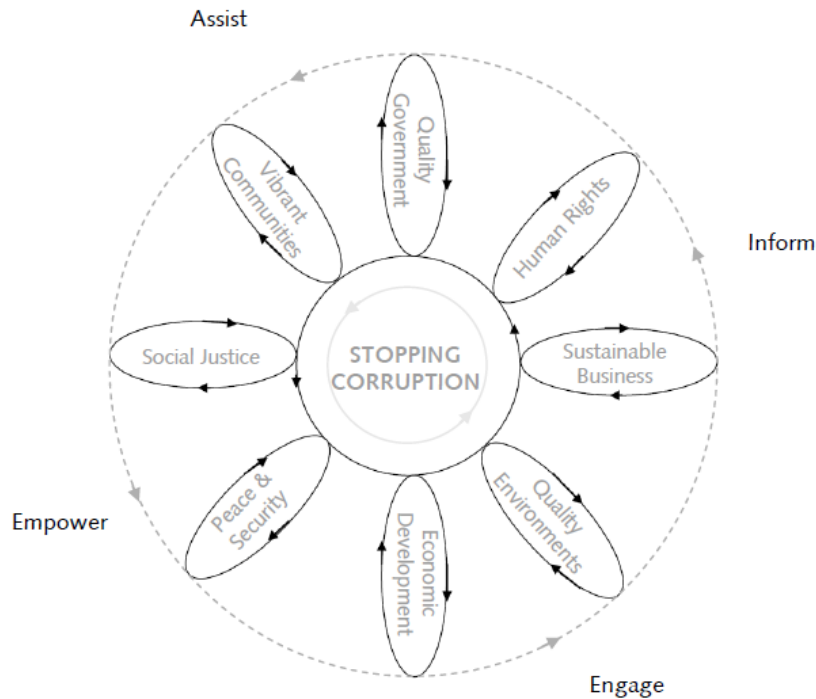


Figure 4 – Our Mission in Context

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.

9. Our Approach in Practice

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.

We will choose new opportunities for work over the next six years by also considering how they help us deliver on our mission and desired outcomes. We will also reflect on how we can engage, inform and assist people so they themselves are empowered to effect a change in attitudes, systems and behaviour. In other words, we will ask ourselves whether what we are doing is stopping corruption.

1. Engage

We will engage with stakeholders across the island of 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.

We will encourage more people of all ages to support our work. Where possible, we will use both traditional and social media to keep people informed of relevant news and ways to promote transparency and accountability in public life.

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.

2. Inform

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

We will continue to keep our stakeholders informed through newsletters, social media and online events. We will continue to develop our engagement with public, private and not-for-profit sector organisations through the Integrity at Work programme.

We will continue to monitor and draw peoples' attention to systemic risks to good government 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.

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.

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 helping provide access to free legal advice from our partners at the [Transparency Legal Advice Centre](#) (TLAC) 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.

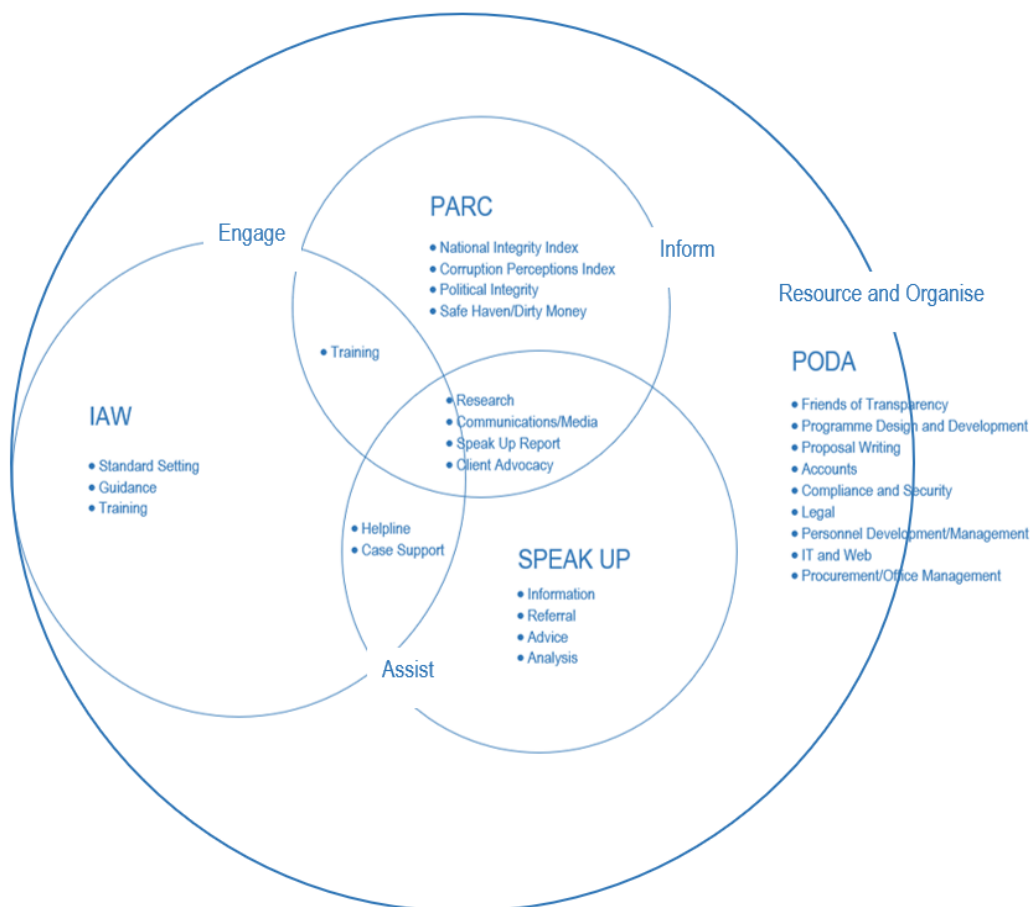
Finally, we will continue to offer whatever assistance or leadership is required by the TI Movement and others in pursuing our common mission at a regional and global level.

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, policymakers and employers allows us to better identify and overcome the challenges to good government in Ireland.

Programmes are organised under three headings. These are:

- Public Advocacy, Research and Communications (PARC)
- Services (Integrity at Work (IAW) and Speak Up)
- Planning, Organisational Development and Administration (PODA)



As can be seen from the Figure 5 – Our Programme of Work Venn diagram above, activities under each programme heading overlap to some degree and are informed by our approach to empowering people with information, knowledge and support.

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 speak up about wrongdoing and act with integrity. The programme was launched in 2016 and has grown to support more than 40 organisations including An Garda Síochána, the Department of Education and charities such as Trócaire.
- 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 2023, the Helpline had assisted more than 2,600 people and referred more than 140 clients who received free legal advice from TLAC. In addition, we launched Ireland’s first Psychological Support Service for those dealing with mental health issues arising from making disclosures of wrongdoing. In its first year the service had provided access to free counselling to more than 20 people.
- TI Ireland has worked successfully to see new measures introduced to stop corruption. These include the Protected Disclosures Act 2014, the EU Whistleblowing Directive and Protected Disclosures (Amendment) Act 2022, the Regulation of Lobbying Act and the Criminal Justice (Corruption Offences) Act 2018 as well as the Garda Anti-Bribery and Corruption Unit.
- Our [National Integrity Index](#) series, which was launched in 2018, ranks local authorities, Irish-based companies, Semi-States and Public Bodies according to their preparedness and the amount of information they make available to the public on their commitment to stop corruption.
- 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. It has provided access to free legal advice valued at more than €1 million since it was established.
- Our ‘[Safe Haven?](#)’ project has focussed on stopping the flow of dirty money through Ireland. It highlights and addresses 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. More recently, we have undertaken research aimed at identifying legal loopholes and regulatory weaknesses that allow much of the world’s [dirty money](#) move through Ireland and will continue to advocate policy makers to address those gaps.
- We are working in coalition with like-minded organisations through initiatives such as the [Coalition for Civil Society Freedom](#), which is working to remove barriers to civil society participation in policy making, the [Open Government Partnership](#) and the [Ireland Anti-](#)

[SLAPPs Network](#), which is working to address the abuse of litigation to silence journalists and civil society.

Our annual Implementation Plans set out the list of activities that we commit to undertaking over the course of a calendar year and allow us to report to our stakeholders on the progress we are making towards key milestones and targets.

11. Our Key Objectives to 2030

We will build and expand on existing programmes and projects over the next six years. This work will be undertaken in pursuit of five key objectives to 2030:

1. **Ending the use of Ireland as a safe haven for the world's dirty money**

We will expand our programme of work on dirty money with studies and advocacy based on our 'Safe Haven?' report, published in 2021. In particular, we will work to see an end to the use of Ireland and its financial and company services sector from being used to launder the proceeds of international corruption and organised crime.

2. **Helping more people speak up safely**

Building on the work we have done in establishing our Speak Up Helpline and TLAC, we will aim to serve more people than before to blow the whistle on wrongdoing. In doing so, we will provide greater access to free legal advice and develop our range of tools and services to support those reporting wrongdoing and workers at risk of reprisal.

3. **Fostering safer working environments for more people**

We will engage with more employers and organisations through our Integrity at Work programme over the next six years. In doing so, we will help highlight and address systemic shortcomings and build the capacity of organisations to respond effectively to concerns of wrongdoing and support their workers so that they can speak up and act with integrity.

4. **Raising standards in politics and public life**

We will continue to research and identify weaknesses in legislation and advocate for reforms to outdated laws governing conflicts of interest and ethics in public office. In addition, we will work to highlight and address the risks posed by money and other private interests in government and politics.

5. **Making our institutions more open and accountable**

We will promote better disclosure practices and anti-corruption measures in business, local government and other public bodies. We will advocate for better enforcement of our laws and regulations, as well as adherence to international best practice in managing conflicts of interest, lobbying transparency and public procurement.

In pursuing these objectives, we will continue to offer high-quality services, undertake research to the highest standard and conduct evidence-based advocacy that engages, assists, informs and empowers our stakeholders across the island of Ireland and beyond.

12. Resourcing our Work

In pursuit of our aims and objectives, 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. We will continue to seek funding from the general public to fund essential programmes, including our Speak Up Helpline and our advocacy and research initiatives. To this end, we will seek public donations and promote engagement in our Friends of Transparency initiative.

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, aims and objectives.

We will continue to explore opportunities to engage with stakeholders across the island of Ireland. More specifically, we will seek funding to support a programme of work that builds upon the peace process on the island by promoting good government and mutual understanding of shared values across borders and communities.

We will also look to the TI Movement for support in building our capacity to deliver on our [collective strategic objectives](#) and lend whatever support we can back to the Movement.

13. Managing our Work

Our programmes are clearly planned and budgeted, with an annual budget for all our work reviewed and approved by our Board. All programmes are 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 where appropriate, and monitored by our independent 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 1) our desired outcomes - a measurable change in attitudes, systems and behaviour consistent with our core values; 2) our aims – to engage, inform and assist our stakeholders in stopping corruption; and 3) by delivering on our key objectives.

Our progress towards these goals will be monitored by our Board, members, the TI movement, our donors and the wider public.

Finally, all of our work and reports on our progress towards our goals will be published on our website www.transparency.ie so that we can be held to account for delivering on our promises to you.

If you would like further information on this strategic framework or any related area of our work, please let us know by writing to admin@transparency.ie or calling us at +353 1 554 3938.