



Integrity Summer School

6th Annual Course for Practitioners in Business, Government, NGOs, Foundations, Aid Agencies

July 5 – July 14, 2010

Central European University Summer School (SUN)

Budapest, Hungary

General Overview

High levels of corruption and the lack of integrity in organisational governance worldwide cause harm and waste on an epic scale. Despite vigorous efforts by donors and reform-minded governments alike over the past twenty years, increasing knowledge about corruption and its effects has not been mirrored by successful reforms. The **Integrity Summer School** at the Central European University (CEU) seeks to impart the principles, strategies and applied skills necessary to equip practitioners to effectively diagnose integrity gaps and to implement strategies for addressing them. Raising integrity standards of organisations is increasingly recognized as an essential component to foster development and strengthen legitimate democratic governance.

The Integrity Summer School takes an inter-disciplinary approach to raising integrity standards in public and private institutions. Resilient and sustainable approaches to reform and protecting programmes are emerging in a wide variety of countries and institutions. NGOs, public agencies, and business have a great deal to learn from innovations being generated both within their sectors – as well as from others sectors. There is a growing recognition among leading policy practitioners that the cutting edge of sustainable reform lies at least in part in the interaction between different stakeholders. This course is one of the rare efforts to take a multi-stakeholder approach to short and medium-term reform.

From **July 5 to July 14, 2010**, some of the world's foremost experts and practitioners in the field of integrity and anti-corruption will teach, tutor and lead discussions to help forge creative and contextually-sensitive solutions to a problem that burdens many societies and poses a major risk to programmes in business, government and civil society.

This programme at the Central European University was launched in 2005. Six editions down the road it has evolved into a leading venue for minds to meet over the many facets of corruption in Eastern Europe, the former Soviet Union, Africa, Asia, and Latin America.

Director of the Integrity Summer School: **Fredrik Galtung**, Chief Executive Officer, Tiri

Two new courses are on offer this year: **Pro-Poor Integrity** addresses governance focused specifically on Millennium Development Goal attainment and meets the need for critical and strategic approaches to successful integrity interventions and sustainable reforms especially in the countries that are least likely to achieve their developmental goals. **Integrity in Political Society** addresses issues of integrity in the realm of politics such as electoral fraud, non-democratic and weak party systems, non-transparent legislative processes, money politics, and favourable deals for those with access to political leaders.

Structure of the courses: The morning **plenary sessions** are centred on cases and experiences in solving specific problems in particular agencies and settings. The afternoon sessions – so called **Policy Labs** - have a problem-oriented approach through discussing and analyzing cases from the participants' practice in team work. Trainings are also offered to develop skills of recognizing and solving problems in order to increase the participants' effectiveness in taking actions and interventions on integrity in their work environment.

Overview of the Courses



1 LEADERSHIP AND MANAGEMENT FOR INTEGRITY

Our core course *Leadership and Management for Integrity* will be held for the sixth time in 2010. This course meets a need for critical and strategic approaches to successfully reform institutions to improve levels of governance and integrity. It is run in co-operation with CEU Centre for Policy Studies.

Raising integrity standards of organisations is increasingly recognized as an effective tool to foster development and strengthen legitimate democratic governance. Organisational integrity here refers in large measure to internal processes of control and value-driven reform. The domains where demand for integrity training is strongest are: public administration, business, academia and the judiciary. The course thus focuses on attracting practitioners from these fields. This course represents one of the few targeted, applied and yet conceptually grounded efforts currently available internationally for the analysis of corruption and anti-corruption.

Topics covered include cross-cutting issues such as definitions, measurements and research methodology, leadership, public value creation, and ethics in public life, and also distinct areas such as access to information, fiscal transparency, and risk assessment and management with a focus on integrity issues in inter-governmental organisations, public administration, civil society, politics and parliaments.

Plenary sessions:

Approaching Integrity – an overview of the course

Strategic management and integrity reform – inserting integrity into a broader context

What incentives do managers have to fight corruption? – tackles factors both driving and stalling transparency issues in multilateral institutions

Adaptive Leadership in the face of change and uncertainty – how to manage difficult reforms and sustain integrity interventions

Survival Skills for the Public Leader – how to mobilize people for profound change and major reforms and safeguard one's safety and welfare as a change agent

Incentive problems: Fraud in non-profits – the latest techniques being tested to combat fraud in NGOs

Integrity in politics: the scope for leverage – how to create incentives for change and work with leaders

Revisiting the social contract – latest integrity paradigms in politics, business, and in society.

Course Director:

Fredrik Galtung, Chief Executive Officer, Tiri

Faculty:

Steve Berkman, joined the World Bank's Africa region group in 1983. He was called back from retirement in 1998 to help establish the Anti-Corruption and Fraud Investigation Unit and was a lead investigator on a number of cases. He is the author of *The World Bank and the Gods of Lending*.

Fredrik Galtung, has advised numerous governments, IGOs, NGOs and businesses on integrity change and anti-corruption on four continents for the past 15 years.

Ornit Shani, PhD, is the director of the modern India programme at Haifa University and does research on ethnic politics and citizenship in South Asia.

Nuhu Ribadu, is a visiting fellow at the Center for Global Development focusing on combating corruption worldwide and to provide fresh thinking on the role of international institutions in this fight. He was head of Nigeria's Economic and Financial Crimes Commission (EFCC) from 2003 to 2007. He served on several economic and anti-corruption commissions and was a key member of Nigeria's economic management team that drove wide-ranging public sector reforms.

Tay Keong Tan, PhD, is Chief Learning Officer and Director of Integrity Education at Tiri, was a senior official in the UN's Office of Internal Oversight Services, has been faculty member at the National University of Singapore, the head of the Singapore International Foundation. He has also consulted for the World Bank.

Abdul Tejan-Cole, is distinguished legal practitioner who has significantly contributed to the growth and development of the law in Sierra Leone. He worked as a trial attorney and appellate counsel in the Special Court for Sierra Leone and taught law at the University of Sierra Leone. He was appointed Commissioner of the Anti Corruption Commission of Sierra Leone in December 2007.

Needamangalam Gopalaswami is a former Chief Election Commissioner of India and served the Government of India between 1992 and 2004 and he also held the posts of Secretary at the Department of Culture and Secretary General of the National Human Rights Commission.

Vaira Vīķe-Freiberga, PhD, was President of the Republic of Latvia from 1999-2007. During her presidency, Dr. Vīķe-Freiberga was known for her role in Latvia's NATO membership and its ascension to the European Union, which the country joined in 2004. She remains active in the international arena and continues to speak up in defense of liberty, equality and social justice, and for the need for Europe to acknowledge the whole of its history. She was most recently a candidate to fill the inaugural position of President of Europe arguing in favour of a more transparent and accountable election process including engagement with the citizenry of Europe.

Who Should Take the Course?

Participants who are likely to benefit the most are those with line management responsibility for protecting programmatic integrity, whether in government, in an NGO, in business – or supporting and facilitating reforms in other institutions as a donor, through the UN, the European Commission, a foundation, etc. We also welcome participants from elected office, and reserve a small number of places for scholars and academics teaching and researching these subjects.

What Course Participants Say

"The best short course I've been to in 20 years. Before the course, I knew what to say about corruption; after the course, I know what to do about corruption." - Alf Persson - SIPU International

"These 2 weeks have transformed the way I view governance and integrity and equipped me with ideas and necessary practical skills to implement positive reforms in my organization." - Prof. Wijayanto - Vice Rector of Paramadina University, Indonesia and Founder of Paramadina Public Policy Institute

"The combination of interesting lecturers, intensive interaction with the participants with their wide range of backgrounds, and highly relevant topics, made this a valuable experience and certainly meant a lot for my professional development" Suzanne Verheij

"For me the most important learning was the shift of paradigm from fighting corruption which often feels like mission impossible to investing time, resources and energy in people with integrity and in developing strategies to fight specific problems." - Galina Pourcheva-Bisset - Regional Manager - Central and Eastern Europe: Hope and Homes for Children, Sofia

"The knowledge I obtained from this Summer Course will be delivered as inputs to the Government of Indonesia to help them accomplish their vision of good governance and corruption control over the next 5 years." - Sonny Harmadi, Faculty of Economics, University of Indonesia

"It was the best summer school I have ever attended. Since at present I coordinate one of the largest anti-corruption coalitions in Nigeria, I consult my notes and the contacts made during the course at every available opportunity." - Idayat Hassan-Kadir, Deputy National Coordinator, Movement Against Corruption, Nigeria



2 PRO-POOR INTEGRITY

Limited transparency and accountability undermines governmental capacity for the implementation of important development policies, especially for the poor and marginalized. Many citizens and civil society organisations find it difficult to play their part to improve and influence development policies. Governments sometimes fail to be responsive to the needs of the poor, and communities often lack the capabilities to secure their rights to essential services. Corruption and integrity problems remain a foremost development challenge.

Raising integrity standards of governments is an important tool to promote and sustain development outcomes. The inaugural Pro-Poor Integrity SUN Programme 2010, a ten-day course at the Central European University in Budapest, Hungary, is specifically designed to meet the need for critical and strategic approaches to successful integrity interventions and sustainable reforms that serve the development process especially in the countries that are least likely to achieve their developmental goals.

The programme is practice-oriented and focused on developing skills and tools for managing development and pro-poor programmes with integrity.

Topics covered include topics such as integrity and development concepts, Integrity in development programmes, the poor in their relation to the state at the national and local level from an integrity perspective, poor building trust in the state, integrity in the feminization of poverty-introducing the gender concerns into the development and integrity of services, the poor access to justice – the justice in service delivery as an example, integrity at the local level- the decentralization of integrity, and making the voices of the poor heard. These topics will be covered through practical tools as well as real life situations where Leadership skills, civic engagement, participatory research, investigations and analysis are used as tools to make integrity work for the poor.

Plenary sessions:

Overview of the integrity and development and recent actions in this field - Strategic management of integrity systems - Integrity systems in rural communities - Gender, integrity and development: challenges and opportunities - Organisational integrity and its implications to be pro-poor - How to make public ethics pro-poor - Corruption in aid and international finance - What it takes to make citizenship by the poor meaningful - Justice systems' integrity working for the poor

Course Director:

Hadeel Qazzaz, Programme Director, Tiri

Faculty:

Fredrik Galtung has advised numerous governments, IGOs, NGOs and businesses on integrity change and anti-corruption on four continents for the past 15 years.

Richard Holloway is Civil Society Programme Director with Aga Khan Development Network.

Hadeel Qazzaz, ED, is specialist in education, gender, and development, has published research reports on development, gender equality, feminization of poverty, gender budgeting and has contributed to various human development and poverty reports in Palestine.

Patrick Rafolisy, JD, is Head of Integrity Africa at Tiri and is a jurist specialized in criminal law and international law of environment and economic relations, has served as judge and investigating magistrate within tribunals of first instance in Madagascar.

Ornit Shani, PhD, is the director of the modern India programme at Haifa University and does research on ethnic politics and citizenship in South Asia.

Tay Keong Tan, PhD, is Chief Learning Officer and Director of Integrity Education at Tiri, was a senior official in the UN's Office of Internal Oversight Services, has been faculty member at the National University of Singapore, the head of the Singapore International Foundation. He has also consulted for the World Bank.

Who Should Take the Course?

The course is aimed primarily at civil society activists, public (especially local) administrators, workers in aid agencies and donor organizations and organizational leaders. It is especially designed for those who work in promoting integrity and development in state institutions and civic organizations in developing countries. The Pro-Poor Integrity SUN Programme will also focus on the challenges and practical solutions to managing public policies and leading change in government or the NGO sector.

About Tiri and the CEU

Tiri is an independent non-governmental organization that works with governments, business and civil society to find practical solutions to making integrity work.

Central European University was founded in 1991 with the explicit aim of helping the process of transition from dictatorship to democracy in the countries of Central and Eastern Europe, and Central Asia. It is committed to nurturing respect for diverse cultures and opinions, human rights, constitutional government, and the rule of law.



3 INTEGRITY IN POLITICAL SOCIETY

Common concerns are voiced about issues of integrity in the realm of politics such as electoral fraud, undemocratic and weak party systems, non-transparent legislative processes, money politics, and favourable deals for those with access to political leaders. Why is political society filled with so many integrity traps? What can be done to reduce the dangers associated with these traps both for players in the political realm as well as with the wider community be they members of the state, private sector or civil society? These are among the questions to be explored during this course.

Topics covered include identifying and analysing the role of the actors and institutions constitute political society, discussions on the kinds of integrity and corruption challenges that confront these various groups, including the relationships between them and other parts of society that can aggravate these integrity and corruption challenges. Issues to be reviewed include matters relating to political parties and how they are governed internally and how they link to other parts of political society. This will include a look at the issues related to campaign management and how this can affect the integrity and indeed legitimacy of those elected. Other issues to consider will be electoral commissions and how they struggle to establish and maintain independence and how they confront threats to their integrity and authority from candidates and their parties. The varied roles, both legitimate and problematic, played by political lobbyists either for the corporate sector or for civil society will also be reviewed.

Plenary sessions:

What is political society? - The questionable role of money in political society - Campaign finance reform - Taking a stand for integrity from the inside - Securing victory against the odds - The need to clean up the election contest - Casting light on the players.



Course Director:

Kevin Evans, Senior Integrity Governance Coordinator of Tiri

Faculty:

Martin Bell, OBE was a BBC foreign affairs reporter and "war correspondent" and reported on wars and conflicts for 30 years. He became an independent politician and was elected as an MP in 1997. Recently he authored the book "A Very British Revolution: The Expenses Scandal and How to Save Our Democracy".

Kevin Evans has over 15 years experience in governance reform initiatives across electoral, parliamentary and civil service issues.

Needamangalam Gopalaswami is a former Chief Election Commissioner of India and served the Government of India between 1992 and 2004 and he also held the posts of Secretary at the Department of Culture and Secretary General of the National Human Rights Commission.

Ramlan Surbakti, PhD, former Acting Chair of the Indonesian General Election Commission. He has been a key figure in Indonesia's democratic transition and consolidation for over 12 years.

Nuhu Ribadu is a visiting fellow at the Center for Global Development focusing on combating corruption worldwide and to provide fresh thinking on the role of international institutions in this fight. was head of Nigeria's Economic and Financial Crimes Commission (EFCC) from 2003 to 2007. He served on several economic and anti-corruption commissions and was a key member of Nigeria's economic management team that drove wide-ranging public sector reforms.

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Who Should Take the Course?

The course is aimed primarily those active in political society from national to local level, be they political party activists or elected representatives, those involved in campaign management or government and public affairs departments of major businesses. Others with an interest in the programme would be officials involved in electoral management, in legislative bodies and civil society activists who have to engage political society and the media. Project officers and managers working in the field of democratic governance would also find considerable value-added for their own professional development from this programme as would policy advisers working within UN and donor agencies working on governance reform issues.

Contact Details for Applicants

CEU Summer University Office

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Application Information

For further information on application procedures please visit: <http://www.sun.ceu.hu/>

Tuition and Fee Schedule

EUR 1,200 is the base fee. EUR 800 if you work for an NGO or for a developing country government. Participants are responsible for covering transportation costs to Budapest in addition to their own insurance and living expenses (local transportation, airport transfer, meals -except for breakfasts-, etc.) while in Budapest. There are 10 competitive scholarships for each course covering transportation, tuition and board expenses.

Application Deadline: March 1, 2010