



# Tiri Integrity School

7th Annual Course

“Leadership and Management for Integrity”

for Business, Government, NGOs, Foundations, Aid Agencies

June 20 – June 29, 2011

Central European University, 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 some businesses, donors and reform-minded governments alike over the past twenty years, increasing knowledge about corruption and its effects has only rarely been mirrored by successful reforms. **The Tiri Integrity School (TIS)** 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 – most importantly - to implement strategies for addressing them.

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 developing effective integrity strategies in some of the world’s toughest governance environments.

The Tiri Integrity 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. Business, NGOs, and public agencies 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. This programme at the Central European University was launched in 2005. Seven editions down the road it has evolved into a leading venue for minds to meet over the many facets of integrity building in Eastern Europe, the former Soviet Union, Africa, Asia, the Middle East, and Latin America.

**From June 20 to June 29, 2011**, some of the world’s foremost experts and practitioners in the field of integrity and anti-corruption will teach and facilitate 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.

Past years’ lecturers include George Soros (philanthropist, the founder of Central European University and Open Society Institute), Paul Collier (professor at Oxford University’s Economics Department), Dr. Vaira Vike-Freiberga (former president of Latvia), Abdul Tejan-Cole (former anti-corruption commissioner of Sierra Leone), Nuhu Ribadu (former anti-corruption commissioner of Nigeria), T.S. Krishnamurthy and Needamangalam Gopalaswami (both former chief election commissioners of India).

**Structure of the course:** The morning **plenary session** is centred on cases and experiences in solving specific problems in particular agencies and settings. The remainder of the day is devoted to specialist **policy labs** that explore practical, problem-solving solutions to specific integrity challenges and contexts.

**TIS Director: Fredrik Galtung, Chief Executive Officer, Tiri**

Four policy labs are on offer: **Business Integrity in Emerging Markets, New Frontiers in E-Accountability, (Re) Building the Post-War State from Below, and Strengthening Electoral Justice.**

# Overview of the Policy Labs

## 1 BUSINESS INTEGRITY IN EMERGING MARKETS

Emerging markets represent some of the most significant opportunities for business growth in the world today. The risks of investing in these markets are also considerable. Some corporations have decided that the risks are too high – and their competition too unscrupulous. Some companies did much of their business in these markets a decade ago, but have now retreated and focus on doing business in markets with mature, predictable governance and regulatory standards. For other corporations pulling out of these markets is not an option.

Today's global companies must navigate a course between increasingly stringent compliance regulations on the one hand, and the realities of doing business in emerging markets, on the other. Speed to market may depend on the ability to draw on proven compliance strategies. Companies seek to expand into key emerging markets, but gaining a competitive advantage where growth is rapid and cultural and legal standards differ can be a complex task. Non-compliance can result in steep penalties, damaged reputations, and condemnation by investors and stakeholders. While global norms are essential, companies cannot assume that they can fall back on familiar compliance procedures in untested markets. The context in which a decision must be made affects both the ethics and the long-term business rationale of that decision. Business executives operating in these markets face some of the following challenges:

- My company was forced to withdraw from one particularly important emerging market because of persistent extortion demands. Is there an integrity strategy that can bring us back in?
- My company has a compliance programme that we apply globally. Country managers however recognise that there are important differences across the emerging world. What is it about the cultural and institutional contexts in some emerging economies that make the usual values or integrity systems of my company fail?
- My company has an extensive supply chain that employs far more people than we do. How can we positively influence the integrity standards and practices in the supply chain?
- How can my company develop an organisational learning process that recognises and rewards business integrity innovation? We don't

just need heroes who said 'no'. We need genuine innovators who can show us that it's possible to do business differently.

- My company operates in an industry that has been under scrutiny in recent years for a series of scandals. We want to develop a collective action initiative that will work for us in key emerging markets.
- We are feeling the heat from competitors from emerging markets that are completely unscrupulous. These companies are not bound by international anti-corruption legislation.

### Key Learning Objectives

- Develop new insights into business integrity in emerging markets and why integrity innovation represents one of the biggest opportunities for market advantage.
- Gain strategies for collective action and engaging multiple stakeholders to strengthen the integrity performance of your business.
- Foster an organizational learning culture in your company to promote business integrity.

### Who Should Take this Policy Lab?

This policy lab is principally aimed at experienced, senior business professionals, consultants and business school faculty.

### Convenor:

**Fredrik Galtung**, Tiri's CEO, has advised numerous governments, IGOs, NGOs and businesses on integrity change and anti-corruption on four continents.



### 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

"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 SUN course gave me a broader understanding of integrity issues and how they are interlinked, and it has helped me to design different ways to address issues of fraud, corruption and negligence in development aid and emergency relief interventions. The most rewarding thing with the course was the mix of academia and practitioners, the course succeeded with something most training courses aspire to do but fail: to go from practice to theory and back to practice." - Lennart Hernander, Director of International Finance, Church of Sweden

## 2 NEW FRONTIERS IN E-ACCOUNTABILITY

The amount of information published online by public entities is experiencing an explosive growth worldwide. Resulting both from the spread of e-government initiatives (endogenous stimulus) and pressures from the media, NGOs and parliaments to make governments more accountable (exogenous pressure), in many countries a wealth of previously unreachable data has become available.

This is a policy lab for policy practitioners interested in using e-accountability to advance the public interest. It will develop around the actual building of functioning monitoring tools based on actual data. These tools have a growing relevance to a large number of developing and transition countries.

Directly using public data is usually impossible for most people, due to its bulk, level of disaggregation, presentation and other factors. Making data available is a necessary condition to enhance the accountability of public entities. However, the condition is not sufficient. The data must be processed, aggregated, filtered and analysed by interested parties in order to become intelligible and thus amenable to be used in the public interest. In order for government produced or held information to become useful, and thereby lead to genuine e-accountability, at least three types of actors must fill the role of interpreters: the media, academic institutions and civil society organisations.

The E-Accountability policy lab will focus on the steps an NGO can take to create and maintain State-monitoring tools based on public information and the capacities it must develop and/or tap into to achieve these goals. Participants do not need programming skills; the lab convenor will do this and act as the "outsourced consultant".

### Key Learning Objectives

- Searching available sources of data;
- Diagnosing the static and dynamic conditions of the data;
- Building parsers to collect and store the data;
- Framing the aggregations/disaggregations/filterings to the desired objectives;
- Defining the types of ancillary information that is needed;
- Building the published tool;
- Creating reports based on the processed information;
- Management requirements: editorial, statistical, IT-technical, legal support.

### Session Topics

- National Parliaments and other elected offices
- Local government
- Aid
- Applications in other sectors

### Convenor:

**Claudio Weber Abramo**, Executive Director of Transparencia Brasil, has developed several e-monitoring tools, including the award-winning Excelencias ([www.excelencias.org.br](http://www.excelencias.org.br)).

### Who Should Take this Policy Lab?

This policy lab is principally aimed at NGOs.



# Overview of the Policy Labs

## 3 (RE)BUILDING THE POST-WAR STATE FROM BELOW

Current approaches to building the state from the top down in countries recovering from war have largely failed. Externally driven reforms, high levels of corruption and the competition generated by the influx of aid resources have created resentment of international interventions and the government, and undermined efforts to build stable, legitimate states. Reconstruction efforts rarely draw on and strengthen social accountability mechanisms that can build transparency and accountability from below, in a collaborative process.

This policy lab brings together a small group of experts and practitioners to deliberate in depth on specific post-war challenges and approaches to (re)building the post-war state from below. Drawing on the research and experience of post-war reconstruction analysts and reformers, the workshop will set out the challenges in the process of state-building, including destabilizing corruption risks, and interventions that strengthen capacities and accountability mechanisms from below. Participating experts will spend an intensive period of time together to explore the analytic and practical policy implications of specific cases and challenges in post-war states and develop approaches to tackle these challenges.

### Key Learning Objectives

- Understand the complex interrelationship between integrity and effective state-building in post-war settings by identifying specific integrity challenges
- Examine approaches to post-war state-building from below
- Identify policy recommendations to increase integrity in post-war state-building

### Session Topics

- Integrity in Political Settlements
- Integrity in the Security Sector
- Integrity in Revenue/Natural Resource Management
- Integrity in Service Delivery and Infrastructure Development
- Aid/budget Transparency

### Co-Convenors:

**Lorenzo Delesgues**, founder of Integrity Watch Afghanistan

**Claire Schouten**, Associate Programme Director, Network for Integrity in Reconstruction, Tiri

### Who Should Take this Policy Lab?

This policy lab is principally aimed at practitioners in development agencies, government and civil society working in fragile states.



## 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.

### Tiri's Address:

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**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.

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Some argue that it is better to have a bad election than not to have one at all. The concept of an election that is “acceptable” to foreign observers has become part of the political vocabulary. In addition to being a generally accepted means for people to nominate their political agents, elections can also be seen as a learning process to improve the culture of democracy and the rule of law. For democracy to play this role, however, the accountability of the electoral process itself is important.

The realization of electoral justice requires a set of institutions, practices, norms, mechanisms and procedures that culminate in fair and open processes by which citizens choose those who are to govern them and to hold them to account – and this not simply on polling days but on a day-to-day basis. Electoral justice gives people who believe their electoral rights to have been violated the ability to make a complaint, get a hearing, and receive an adjudication. It is a significantly broader concept than only embracing the outcome of an election conducted under law. Electoral justice recognizes that things can sometimes go wrong in electoral processes and that the manner in which these wrongs are redressed can determine the overall legitimacy of an electoral outcome and the level of trust in the electoral process.

This policy lab explores emerging international standards of electoral justice and each major stakeholder in a democracy can both strengthen and undermine this outcome. From the developing world perspective, irrespective of the economic levels of development, some countries seem to do better than others. In Africa, for example, Ghana has managed to have peaceful transition of power despite razor thin majorities in favour of the political opposition. In Ivory Coast in 2010, despite a major win by the opposition, the incumbent president refused to leave office.

The lab will address electoral integrity issues that are often left out in the reform agenda and will encourage strategic thinking. The role of all key stakeholders in this process will be reviewed: Electoral Management Bodies (EMBs), Judiciary, Political Parties, Media, Government, Legislature, Informal Authorities, Foreign Democracy Assistance Actors, Supranational Authorities, and Civil Society.

#### Key Learning Objectives

- How can EMBs and civil society organisations, in particular, leverage other stakeholders to improve electoral justice outcomes?
- For each topic and for the theme as a whole, the participants will develop a statement as a contribution to advancing electoral justice reform.

#### Topics Covered

- Waves of Democratization: what lessons for Integrity reformers?
- Electoral Justice: a democratic cornerstone?
- Electoral Rights: a bottom up perspective
- Electoral Obligations: practical tools for assessment and observation
- Principles and Standards: does one size fit all?
- Toward Global Principles: the Accra Principles for Electoral Justice
- Electoral Dispute Resolution: how to prevent violence and other questions?
- Contributions to Electoral Justice Reform

#### Convenor:

**Patrick Rafolisy**, Head of Integrity Africa, Tiri.

**Who Should Take this Policy Lab?** This policy lab is open to all policy professionals working to strengthen electoral justice.



## General Information for Applicants

**General information on the CEU SUN programme and the application procedure is available at:**

[www.summer.ceu.hu/leadership](http://www.summer.ceu.hu/leadership)

**Application Deadline MARCH 10, 2011**

#### 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. A limited number of partial financial aid packages are available on a competitive basis.

#### 2011 Course Sponsors:

CEU SUN  
Ford Foundation  
Netherlands Ministry of Foreign Affairs  
Open Society Foundation  
Siemens Integrity Initiative  
Malaysian Commonwealth Studies Centre  
Cambridge Malaysia Education and Development Trust

#### Tiri Sponsoring Programmes:

Democratic Governance  
Indonesia Programme  
Integrity Education Network  
Network for Integrity in Reconstruction  
Pro-Poor Integrity  
Workplace Integrity