

Tiri Facts 2009/10

HOW WE WORK

Tiri is an independent non-profit organisation that works with governments, business, universities, and civil society to find practical solutions to making integrity work. Tiri was founded in London in 2003 from the conviction that integrity offers the single largest opportunity for improvements in sustainable and equitable development worldwide. Key institutions safeguarding human rights, financial market regulation, national elections, and environmental protection are among those that are easily subverted by integrity failures. Tiri has been an incubator for important innovations and networks in integrity reforms.

Improving systemic integrity requires the skills to align (a) improvements in institutional accountability; (b) an understanding and development of institutional core values; (c) enhancing key, local competences; and (d) identifying and preventing major corruption risks. This four-pronged strategy to improve trust and effectiveness in organisations derives from two decades of case study evidence from reforms worldwide.

WHAT WE DO

Tiri is part of the international movement for improving transparency and accountability that emerged in the early 1990s. Our innovation is to combine a focus on identifying scalable solutions to particular integrity failures with a holistic approach that recognises that multiple, reinforcing interventions are more resilient than isolated reforms. Every Tiri programme works with and through local organisations and reform leaders. These partners include universities, chief judges, African media groups, electoral commissioners, grassroots NGOs, civil service training institutes, justice sector institutions, UN agencies, and independent foundations. Our major programmes address the following challenges:

Education

Most students of law, business and public administration do not learn with their peers and faculty how to improve integrity or how to work with high standards in a low-governance setting. We have created ties with rapidly growing network of over 170 universities in over sixty countries around the world to change this. Among our many partners are Tsinghua (China), Bir Zeit (Palestine), Central European University (Hungary), Paramedina (Indonesia) and Lahore University of Management Sciences (Pakistan). Hundreds of students and professionals are now taking courses we have helped to introduce and roll out in partner countries.

We have also offered an annual specialists' course on "Managing for Integrity" since 2004, as part of the Central European University summer school that has been attended by more than 200 professionals from 40 countries. Participants have implemented the learning in their professional and academic settings. In 2010 we launch an Integrity Summer School at the CEU Summer School.

Post-War Reconstruction

The immediate post-war years are a critical window of opportunity in which the stage is set for the future direction of a country. We call for an approach that emphasises local accountability in the earliest post-war stages, building on local resources and competencies in distinctive ways in each country. We advocate for changes in government and donor policies and support civil society organisations in five post-war countries who monitor the accountability, competence, and corruption risks of reconstruction programmes. We work in Afghanistan, DRC, Ivory Coast, Liberia, Nepal, Palestine, Sierra Leone, Timor Leste.

The Workplace

We seek to build the capacity of professionals in the public sector, business and civil society to recognise and implement effectively the ethics and integrity standards of their organisations, in the context of relevant laws, institutions, values, and workplace norms. Our approach increases motivation and skills needed to organise and strategise for positive change, as well as working on the demand-side of workplace integrity.

Business

Today's global companies must navigate a course between increasingly stringent compliance regulations, and the realities of doing business in low-governance environments and competitive situations. Our initiative is designed to promote ideas and solutions, to share experiences among senior business executives, leading regulators, policymakers and academic experts. This work is currently being piloted in China. We have also partnered on an integrity strengthening initiative with an international group of organisations, including companies from Africa and Central Asia for the past two years.

Pro-Poor Integrity

In a groundbreaking effort started in 2008, Tiri works in partnership with the Aga Khan Foundation and partners in seven countries in Africa, the Middle East, and Asia to identify integrity gains that can make a positive impact on poverty alleviation. The programme collaborates with civil society organisations, government, the judiciary, and local elected representatives to improve local delivery of health, education, water and sanitation, and social protection services through integrity.

Aid and Grant-Making

In 2009/10 we are piloting GrantCheck, a tool and process to improve transparency and accountability in grant-making, to improve trust in the giving process.

We are also facilitating the development of Publish What You Fund, a coalition of NGOs working on access to information in aid.

OPERATIONS

Offices: London, Jerusalem, Jakarta, The Hague, Nairobi [2010]

Staff: 28 staff, 17 nationalities, fluent in 20 languages, average 14 years professional experience
CEO: Fredrik Galtung (Norway)
COO: Marta Lorenzo (Spain)

Budget in 2009/10: £2.9m (ca. US\$4m). Over US\$24m raised for our work since 2003.

Principal donors: Aga Khan Foundation, Canadian International Development Agency (CIDA), Ford Foundation (New York, Cairo, Beijing), Hewlett Foundation, Netherlands Foreign Ministry, Norwegian Agency for Development Cooperation (NORAD), Open Society Institute, Department for International Development (DFID).

Clients: Tiri devotes ca. 5% of its resources to advisory work. Clients have included: Novo Nordisk, Kuwait Chamber of Commerce, the Sierra Leone Anti-Corruption Commission, the governments of Georgia, Guatemala, Nigeria, Norwegian Ministry of Foreign Affairs, the European Commission, UNDP, UN Office of Drugs and Crime, World Bank.

Countries: About 80% of our efforts focus on ten countries: Afghanistan, China, India, Indonesia, Kenya, Kyrgyzstan, Liberia, Palestine, Sierra Leone, and Uganda. We also work with partners in Angola, Armenia, Brazil, Bulgaria, DRC, Egypt, Georgia, Hungary, Kuwait, Lebanon, Mali, Morocco, Mozambique, Nepal, Nigeria, Norway, Pakistan, Portugal, Russia, Spain, Tajikistan, Tanzania, Timor Leste, United Kingdom and Ukraine.

Partnerships: Long-term partnerships include the Aga Khan Development Network, Central European University, Malaysian Commonwealth Studies Centre, Open Society Institute, Partnership for Governance Reform (Kemitraan), U4 Anti-Corruption Resource Centre, and local NGOs in a dozen countries.

tiri MAKING
INTEGRITY
WORK

GOVERNANCE

Legal status: Tiri is a registered charity in England and Wales (No. 1120927).

Auditors: We are audited by Buzzacott, a firm well-known for its experience in the charity and non-profit sectors.

Board

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Tiri is a Maori word rich in significance. Its meanings include the protection of society by the removal of no-go areas (taboos) and the lifting of prohibitions or obstructions. Tiri can also mean the scattering of seeds to bring forth a new generation.