



## Global Integrity Action School | 9th Annual Course “Leadership and Management for Integrity” for Business, Government, Academics, NGOs, Foundations, Aid Agencies

July 1-6, 2013 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 “Leadership and Management for Integrity” course at the Central European University (CEU) seeks to impart the principles, strategies and applied skills necessary to equip practitioners and academics to effectively diagnose integrity gaps and – most importantly – to implement strategies for addressing them.

Raising integrity standards of organisations is an effective tool to foster development and strengthen legitimate democratic governance. Organisational integrity here refers primarily 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 is therefore designed for practitioners from these fields. It presents one of the few targeted, applied and yet conceptually grounded efforts for developing effective integrity strategies in some of the world’s toughest governance environments.

The Global Integrity Action School takes an inter-disciplinary approach to raising integrity standards in public and private institutions. Business, academia, NGOs, and public agencies have a great deal to learn from innovations being generated both within their sectors as well as from other sectors. There is growing recognition among leading policy practitioners that the cutting edge of sustainable reform lies at least in part in the interaction between different stakeholders.

The course takes a multi-stakeholder approach to short- and medium-term reform. The programme at the Central European University was launched in 2005. Nine 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 July 1 to July 6, 2013, 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.



### SIEMENS

Integrity Action is supported by Siemens as part of the Siemens Integrity Initiative. Integrity Action is the Project Partner of CEU, which is the Integrity Partner in the project.



**Structure of the course:** The morning plenary sessions cover the basic concepts of integrity-building, with case presentations and analyses from real-life settings. The remainder of the day is devoted to specialist policy labs that explore practical, collaborative problem-solving for integrity challenges in a variety of settings.

**Course Director:** **Fredrik Galtung**, Chief Executive Officer, Integrity Action

**Three policy labs are on offer:**

- SMEs and Social Enterprises - Doing Business with Integrity in Emerging Markets
- Integrity Education: Teaching Integrity and Improving the Integrity of Higher Education
- Government Records Management and Citizen Access to Information

## What Course Participants Say:

“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 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, Swedish Institute for Public Administration (SIPU)

“The most important insight I learned from this course is that it is always difficult to fight corruption but always there is a possibility to build integrity. Also I learned how to approach my problem in critical situation and in a hard context like Afghanistan. After the course I am able to identify the actors involved and factors that contribute towards corruption. I am deemed as one of the leaders when it comes to discuss corruption in the mining sector. I have mobilized communities at the grassroots to build pressure on the state to be accountable towards its citizens.” – Javed Noorani, Integrity Watch Afghanistan

“These 2 weeks have transformed the way I view governance and integrity. They 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

## Policy Lab: SMEs and Social Enterprises

### Doing Business with Integrity in Emerging Markets

This policy lab addresses the challenges and opportunities for SMEs and social enterprises in emerging markets. It develops new insights into business integrity in emerging markets and a framework for implementing integrity innovation as one of the biggest opportunities for market advantage, to gain strategies for collective action and engaging multiple stakeholders to strengthen the integrity performance of business, and to foster an organizational learning culture in your company to promote business integrity.

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 to 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. Noncompliance 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.

**Convenor:** Fredrik Galtung, Chief Executive Officer, Integrity Action

#### Who Should Take this Policy Lab?

This policy lab is principally aimed at senior management from SMEs and social enterprises in emerging markets, large companies interested in finding innovative ways of improving the business practices of their supply chain, academics who work with or educate the managers of these enterprises, and NGOs, donors and policy makers active in this sector.

# Policy Lab: Integrity Education

## Teaching Integrity and Improving the Integrity of Higher Education

This policy lab aims to assist academics from all disciplines, education administrators and trainers in Executive Education to incorporate integrity education into their teaching, and to promote responsible reforms within their institutions to raise the standards of integrity. It will help you to develop curricula, modules and syllabi that use interactive, collaborative and student-centred teaching and learning methods in various media to equip students and executives with the knowledge and skills to recognise integrity challenges and formulate responsible, practical solutions. Building on the experiences of faculty and participants, the exercises and case studies will provide opportunities for mutual learning and peer review regarding complex, on-the-job situations, particularly within the academic and educational management worlds.

Today, educational institutions need to function as any other business (for profit or not for profit). They compete for faculty, students, research money, reputation, global collaboration. Our integrity education not only imparts new content on integrity and reducing corruption, but it also helps broaden the academic's teaching toolkit to motivate and engage students, offering new materials in various media and promoting community-based exercises and activities that are interesting, relevant and connected to the student's experience. Methods will be introduced that help develop higher level thinking, analytical skills and practical experience.

In weak governance environments, the academy also becomes vulnerable to corruption and unethical behaviour. When accompanied by low salaries, strong competition for university faculty positions and student places in the best higher education institutions, and a worldwide competitive economy, the problem is compounded. In our work around the world, we see that both faculty and students on the one hand, are uncomfortable and unhappy with an institutional environment that lacks integrity, but on the other hand, they don't want to be at a disadvantage when their institution tolerates – and sometimes encourages – unethical behaviour. They want to feel proud of their institutions with honestly achieved accomplishments and a norm of integrity. They are looking for strategies to inspire their students in the classroom as well as to nurture a culture of accountability, competence and ethics. Many ask themselves:

- How can I engage my students to develop their cognitive, affective and behavioural skills to prepare them for the integrity challenges they'll face in their professions?
- What can I do when I see faculty members accepting gifts or money (or worse) for higher grades?
- How do I teach/convince my students that honestly earning their degree will serve them well?
- As part of my institution's senior management, how can I cultivate an environment that promotes integrity without ending up at a disadvantage compared to other universities that benefit from unethical behaviours?
- How can an educational institution operating with integrity benefit from the effort?

### Key Learning Objectives:

- Gain knowledge and skills on incorporating into your curricula integrity content, experiential learning methods and case studies.
- Acquire practical skills in analysing and problem-solving integrity challenges within academic contexts.
- Formulate strategies for cultivating an academic environment that strengthens and rewards integrity in your institution.

**Convenor:** Ellen Goldberg, Programme Director, Integrity Education Network, Integrity Action

### Who Should Take this Policy Lab?

This policy lab is principally aimed at experienced university academics and education administrators, trainers of public officials, government officials responsible for higher education.

## Policy Lab: Government Records Management and Citizen Access to Information

This policy lab addresses the significance of records as the evidence citizens need to take ownership of and participate more fully in their governments, and to build integrity in citizen state relationships. In particular, it will explore the significance of well-managed records for meaningful approaches to transparency and accountability, including reactive disclosure (Access to Information) and proactive disclosure (Open Data), two of the key means of building increased accountability and transparency. The lab will examine the requirements for ensuring that accurate and reliable government records are created and remain accessible for as long as required, providing participants with knowledge of international good practice standards, infrastructure requirements and tools that can be used to strengthen records management in support of openness.

Trustworthy and accessible government records are the basis for demonstrating and monitoring transparency and accountability; they are the legal foundation upon which openness is built. Openness rests ultimately on governments' ability to create and maintain reliable and accurate government records as evidence of government policies, actions and transactions, and on citizens' ability to access them. Public authorities need to know what information they hold, to be able to retrieve the information efficiently and to account to their citizens through this information. Citizens need to know that they can trust the information their governments provide, that this information will help to protect their rights and entitlements, and that it can be used to help them scrutinise what their governments are doing.

It is often assumed that trustworthy records are available to support initiatives for strengthening openness. In many countries however, government records are not managed to meet international standards, and in some countries even basic records management controls are not in place, particularly where the use of digital technologies has outpaced government capacity to manage digital records. Where records are not well managed, information can be manipulated, deleted, fragmented or lost. Records can become unreliable (not accurate, timely, complete, relevant or authentic) and digital records can easily be overwritten, modified, destroyed or corrupted through careless or even malicious use. Unmanaged digital records and data do not survive long. Without properly managed and accessible records, the public cannot make an informed contribution to the governance process.

Through case studies, presentations and group work, this policy lab will develop participants' understanding of the essential contribution that trustworthy records should make to the goal of raising standards of integrity. The lab will bring together knowledge and good practice developed by the international communities concerned with records management, Access to Information and Open Data to explore ways of addressing the gaps between expectations for access initiatives and the realities of government information management.

### Key Learning Objectives:

- Understand the value of records as evidence of government activity, the strategic importance of records management and the vital role of records management in the context of government transparency.
- Develop the ability to identify gaps in the regulatory framework and capacity needed to manage government records in the hard copy and digital environments.
- Learn how the management of records as evidence can contribute to national integrity frameworks, including Open Government, Access to Information, Open Data and anti-corruption initiatives.

**Convenor:** James Lowry, Deputy Director, International Records Management Trust

### Who Should Take this Policy Lab?

This policy lab is principally aimed at public servants, CSO staff and citizens' rights advocates who have responsibility for or interest in government records as evidence, particularly as the basis for citizen access to information through Freedom of Information and Open Data initiatives.



## General Information for Applicants

General information on the CEU SUN programme and the application procedure is available at: <http://www.summer.ceu.hu/LMI-2013>

Applicants should indicate which policy lab they are applying for.

### Tuition Fee and Financial Aid Packages

EUR 1,200 is the base fee. EUR 800 if you work for a local NGO or for a developing country government.

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

Application Deadline: MARCH 30, 2013

### About Integrity Action and CEU:

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

Integrity Action's Address:

First Floor

364 City Road

London, EC1V 2PY

United Kingdom

Tel.: +44 (0) 203 119 1187

E-mail: [info@integrityaction.org](mailto:info@integrityaction.org)



**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.

CEU Summer University Office's Address:

Zrínyi u. 14.

1051 Budapest

Hungary

Phone: +36 1 327 3811 Fax: +36 1 327 3124

E-mail: [summeru@ceu.hu](mailto:summeru@ceu.hu)